MID-CENTURY CAMBRIDGE

1950 ANNUAL REPORT, CITY OF CAMBRIDGE, MASSACHUSETTS

A Message to Citizens

HONORABLE COUNCIL AND CITIZENS OF CAMBRIDGE:

It is with great pleasure that I submit the Ninth Annual Report of your City under the Council-Manager form of government. The report this year presents a picture of Cambridge at the Mid-Century with special focus on the part played by your City government.

Your City government is in as sound a position now, administratively and financially, as it has been for many years. We believe our taxpayers and citizens are entitled to capable and efficient administration and the best municipal services that money can buy. All our efforts have been in this direction.

I wish to take this opportunity to thank all of you for making this record of achievement possible.

Yours very truly,

John B. Atkinson
City Manager

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First University in AMERICA

FIRST in CAMBRIDGE

First in CAMBRIDGE

First in CAMBRIDGE

1636 "But six years in a strange wilderness . . . the indomitable settlers of the Massachusetts Bay Colony were determined to promote the education of their young men. On October 28, 1636, their government provided 400 pounds toward 'a school or colledge.' On November 15, 1637, the college was ordered 'to bee at Newtowne.' In March 1639, they named their college Harvard, in token of the splendid gift made by the kindly young man who died so far from his homeland."

1638 "Elizabeth Glover arrived in Cambridge, a newly-made widow with a printing press, having a mechanic and his two sons under contract. She bought a house, married President Dunster and wedded Harvard to the printing press. The mechanic, Stephen Daye, set up the press, the FIRST in the colonies. His son, Matthew, became the FIRST printer in America. Here was produced the FIRST American book, printed in 1640, and the FIRST American Bible, in 1663."

1800 "Dr. Benjamin Waterhouse, Professor of Theory and Practice of Physick at Harvard, knew that Dr. Edward Jenner, of London, had successfully vaccinated against smallpox. Dr. Waterhouse . . . on July 8, 1800, inoculated his five-year old son — in Cambridge. This was the FIRST application of vaccination in America . . . criticism ensued, but . . . he vaccinated two other sons, subjected one to smallpox virus. The boy proved immune. President Jefferson sent congratulations."

Above: SURVIVORS OF THE CAMBRIDGE VOLUNTEER COMPANY at their 25th reunion in 1886. Of the 97 men recruited, all but two re-enlisted after their three months' service and 21 gave their lives for the Union.

FIRST in
Cambridge

First GREAT AMERICAN TELESCOPE

First in
CAMBRIDGE

First
in CAMBRIDGE
First Reciprocal Telephone Conversation

1820 "Two young men were busily at work in the rear of the village smithy's shop in Cambridge . . . Franklin Houghton and David McClure were cooking varnish in an eight-gallon crock to a formula they had purchased. In 1820 they produced in this now immortal blacksmith shop the FIRST varnish commercially manufactured in the United States. The business they founded was acquired in 1857 by Valentine & Company, today one of the largest varnish producers in America."

1850 "Alvan Clark, [at] 44, began one of the most amazing careers in . . . America. He was a portrait painter and a good one. He knew nothing of astronomy, mathematics or telescopes. [In] helping his son make a lens from a broken ball [he became] interested, decided to build telescopes — in Cambridge. He became the FIRST in America to construct telescopes — [six] — [then] each the world's largest. He and his two sons acquired international fame and won high honors . . . "

1876 "On October 9, Alexander Graham Bell, from his Boston garret, talked with Thomas A. Watson, two long miles away, in the Cambridge office of Walworth Manufacturing Co. . . . the FIRST reciprocal telephone conversation ever held . . . Gardiner G. Hubbard, whose daughter married Bell, had faith in the 'crazy contraption' . . . By his financial genius the Bell Telephone Co. established sound policies . . . Later . . . Cambridge [produced] . . . John J. Carty, who became . . . the world's foremost telephone engineer."

Cambridge Collects "Firsts"

Throughout its long history Cambridge has been a center of intellectual daring and mechanical inventiveness. Shown here are some notable instances when Cambridge led the Nation. Drawings and text are from a series originated by Cantabrigian Arthur Wright and published by the Harvard Trust Company. Other Cambridge "firsts" include the first pressed glass, molded by Enoch Robinson in the East Cambridge plant of the New England Glass Works in 1827; the first sewing machine, invented by George Howe in 1845; and the first Stillson wrench, invented by Dan Stillson in 1869 and put into production by the Walworth Manufacturing Company of Cambridgeport. For some modern "firsts" see the next page.

1861 "James P. Richardson, in his veins the blood of his grandfather, Moses, slain in Cambridge on April 19, 1775, called for volunteers to defend the Union . . . On April 17, 1861, 97 men of Cambridge left Boston . . . with Richardson as its Captain . . . the FIRST complete Company of volunteers in the Union Army."

FIRST in
Cambridge

Left: Photographic Type Composing Machine, invented by René A. Higonnet and Louis M. Moyroud and developed by the local Graphic Arts Research Foundation, Inc., is expected to revolutionize the typesetting industry. It types the same letters as your typewriter. Electrical impulses change these letters into any size, any style of type you wish and photograph them on film, ready for plate making.

Modern "Firsts"

Yankee inventiveness in Cambridge is still making headlines. Shown here are two modern "firsts" selected from countless others. That Cambridge is still prolific in new ideas is no wonder when it is considered that "Research Row", shown in part below, is said to contain the world's greatest concentration of diversified scientific brain power.

Left: First camera to turn out a finished picture in one minute, invented by Dr. Edwin Land, Scientist-President of Polaroid Corp., in 1947. It has since become widely used wherever fast results are desired.

Below: "Research Row", so-called because of the concentration of research centers along the bank of the Charles from the Dam to the Larz Anderson Bridge includes the Massachusetts Institute of Technology; Harvard University; Arthur D. Little, Inc., largest independent scientific research organization in the world; National Research Corp. a 10-year-old plant specializing in high-vacuum research as applied to metallurgy, foods, drugs, and heavy chemicals; and B. B. Chemical Co., research unit of the United Shoe Machinery Corp.

Reading left to right:
EDWARD A. CRANE, MAYCR
JOSEPH A. DEGUGLIELMO
JOHN J. FOLEY

Reading left to right:
CHESTER A. HIGLEY
JOHN D. LYNCH
THOMAS M. McNAMARA

Reading left to right:
HYMAN PILL
EDWARD J. SULLIVAN
W. DONNISON SWAN

NINE-MAN COUNCIL DIRECTS MUNICIPAL POLICY

Cambridge's record of "firsts" extends beyond science and invention into the field of municipal government. In 1941 the University City was the first City in the Commonwealth to adopt the Council-Manager form of charter, commonly called Plan E. Fourteen Massachusetts cities and towns now operate under the Council-Manager form of government. The 1950-51 Cambridge City Council, shown above, is the fifth Council to serve under the Plan E Charter. Councilors Lynch and Pill and Mayor Crane (except for a period in the Armed Forces) have served on the City Council for the past nine years.

This nine-man Council elected for two-year terms is the legislative arm of our City Government. To consider the mass of details that command the attention of the Council each Councilman also serves on two or more standing committees: The Committee on Claims, Roads and Bridges, Public Safety, Public Services, Public Celebrations, Budget, Special Committee on Title V and Veterans' Temporary Housing. The entire Council sits on both the Finance Committee and the Committee on Ordinances, the two committees which consider the majority of council business during the year. Public hearings on petitions for changes in the Zoning Ordinance, Building Code, street name changes, proposed off-street parking spaces, are held from time to time on publication of due notice.

During 1950 the City Council appropriated over $1,500,000 for the construction of a new pumping station and other improvements to the Cambridge Water System. It also approved the sale of City-owned land on the riverfront in East Cambridge for an important new commercial development.

His Honor Edward A. Crane, Mayor of the City of Cambridge, being interviewed as the City's first citizen by census-taker for the 1950 U. S. Census. The Mayor is chosen by the City Council from its members each two years. He is presiding officer of the Council, Chairman of the School Committee, and official head of the City for all ceremonial purposes. In time of public danger or emergency he may take command of the police, maintain order, and enforce the laws with the consent of the City Council. Many citizens look to the Mayor's Office for service and for a friend in local government. Hundreds of requests pass through his Office as well as hundreds of invitations to various functions, varying from firing the starting gun at a local marathon to presiding at the annual joint dinner of the City Council and the Fellows and Trustees of Harvard and M.I.T.

CITY OFFICIALS PROTECT CITIZEN'S WELFARE

CITIZEN BOARDS AND MUNICIPAL EXPERTS CARRY OUT DEMOCRATIC PROCEDURES.

ELECTION COMMISSION Secretary Penniman discussing a procedure with Chairman Thomas Hartnett and Commission members Russell Cazmay and Alice McCarthy. The Election Commission safeguards the proper election procedures in national, state and local contests. The vote cast in the State election in November 1950 represented 80% of the 57,500 registered voters.

EXPERT ADVISORS to City Council make sure that proper legislative procedures are followed. City Clerk Frederick Burke receiving a committee report from Clerk of Committees Forrest Gould, as Assistant City Clerk Albert Doyle looks on. City Clerk Burke has been recording City Council meetings for 30 years and is an authority on parliamentary procedure. As head of the City Clerk's office he also oversees the collection of licenses and fees and the recording of marriages, births and deaths in the City.

CIVIC UNITY COMMITTEE, a group of 50 representative Cambridge citizens, appointed by the City Manager in 1945, is active in fostering democratic attitudes among all groups in the City. Three subcommittees have been established to study problems on housing, education, and employment. Members of the Executive Board shown here are (l. to r.): Mrs. Jerome Bruner, Col. Larkland Hewitt, Ferdinand Rousseve, Chairman Carlton Fuller, Alva Kindall, Executive Director Mrs. Catherine Johnson; Gunnar Haugh and Thomas Eliot (not present).

CITY SOLICITOR'S OFFICE advises the Council and other City agencies on proper legal procedures. City Solicitor John Daly is ably assisted in representing the City by Mosier Goldberg (*left*), responsible for collecting overdue accounts, and Henry Smith (*right*), who represents the City in State legislative matters. In addition, 80 opinions were written in 1950 in response to requests for legal advice from City department heads.

CITIZEN BOARDS AID CITY MANAGER

Under the Plan E Charter the executive direction of the City is placed in the hands of the City Manager. City ordinances, however, also provide for citizen boards to guide the activities of many City departments. These boards are appointed by the City Manager.

Outstanding citizens, some of whom have nation-wide reputations, serve on these boards and give freely of their time and ability in advising the City Manager and department heads. This type of participation for private citizens in local government is an excellent example of our democratic process. Most City boards meet at least once a month, some of them more often. These citizens are making an invaluable contribution to the progress of our City government.

CITY MANAGER, John B. Atkinson

WATER BOARD
l. to r.: Stanley H. Lawton
Howard M. Turner, Chairman
Gordon M. Fair
John J. Doyle
Frank P. Scully (not present)

CAMBRIDGE PUBLIC LIBRARY TRUSTEES
l. to r.: Lawrence F. Feloney
Julia T. Boyle
Thomas H. Mahoney
George B. Rowell
Marion E. Hurley
Alma Boudreau
John F. Ferrick

CAMBRIDGE CITY HOSPITAL TRUSTEES
l. to r.: John F. Kelley
Mrs. Claire Steinert
Arthur G. MacKenzie, Chairman
Joseph M. Murphy
James F. Mahan

WELFARE BOARD
l. to r.: William C. Conway,
Superintendent, City Infirmary
George A. McLaughlin
Peter J. Cahill, Chairman
James E. Finnegan, Agent

SINKING FUND COMMISSION
l. to r.: Wendell L. Jaquith
P. T. Jackson
Philip G. Carleton
William H. Reardon, Jr., Chairma
William H. Davies
Arthur M. Wright
Frederick J. Reardon,
City Treasurer

INDUSTRIAL COMMISSION
l. to r.: Charles M. Fosgate
Frank H. Townsend, Chairman
Percy A. Bennett

RECREATION COMMISSION
l. to r.: John J. Riley
Mary L. Riley
Carl W. Berg, Chairman
Francis J. Skinner
Larkland F. Hewitt
Edward B. Donovan
Stephen H. Mahoney,
Superintendent of Recreation

RETIREMENT BOARD
l. to r.: John J. Dynan
(staff secretary)
Philip Eiseman, Chairman
Martin F. Nolan
John J. McKenzie (not present)

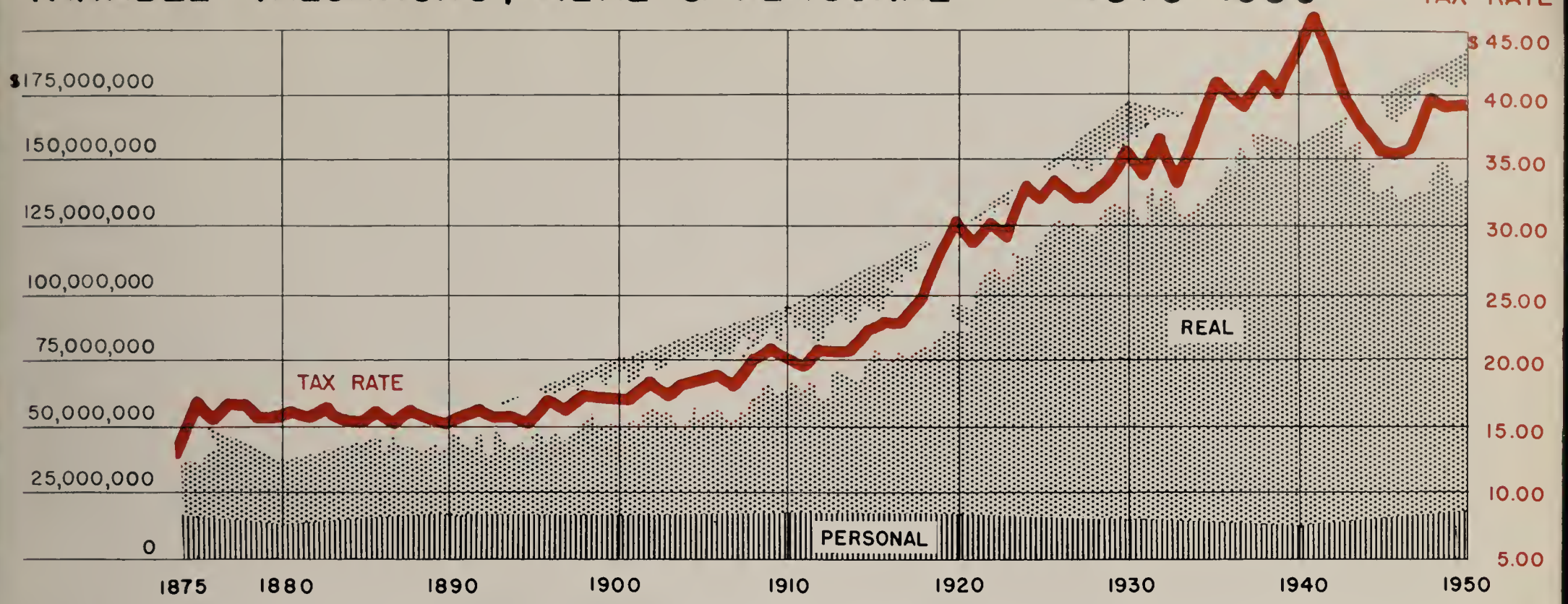
BOARD OF HEALTH
l. to r.: John D. Crowley,
Executive Secretary
Thomas H. Heaton, M.D.
Autino Fiore, M.D.,
Health Commissioner, Chairman
William T. Hickey

PLANNING BOARD
l. to r.: Edgar W. Davis,
City Engineer
William C. Beucler
Aldrich Durant, Chairman
Joseph Guiney, City Assessor
Frederick J. Adams
Justin R. Hartzog (not present)
G. Holmes Perkins (not present)

CIVIC UNITY COMMITTEE
EXECUTIVE BOARD
l. to r.: Mrs. Jerome S. Bruner
Col. Larkland F. Hewitt
Ferdinand L. Rousseve
Carlton P. Fuller, Chairman
Alva F. Kindall
Mrs. Catherine T. Johnson,
Executive Director
Gunnar Haugh (not present)
Thomas H. Eliot (not present)

NEW TAXABLE VALUATIONS in the West Cambridge industrial area total about $1,000,000. The area in the upper part of the picture known as "Steelmen's Row" has mushroomed during the past 5 years into one of New England's major steel distributing centers. The area in the foreground shows the new White Village shopping development with a drive-in theatre and parking for over 1,000 cars.

FORMER CITY-OWNED RIVERFRONT land in East Cambridge developed in 1950 with $1,000,000 in new commercial property valuations. Five national firms have contracted for 20-year leases of buildings erected especially for them.



VALUATIONS OF TAXABLE PROPERTY, real and personal, in Cambridge have increased approximately 400% since 1875.

THE FINANCIAL PICTURE

The City's 1950 financial picture showed a healthy condition in spite of rising costs of municipal operation. The most important aspects of this picture include:

1. **Bonded debt down.** In 1942 the City's total bonded debt was $11,599,500. In 1950 only $1,789,700 of the old debt was outstanding. No long-term money was borrowed from 1942 until 1949 when $500,000 in long-term bonds were issued for the rehabilitation of public buildings. In 1950 another $1,410,000 was borrowed — $95,000 for veterans' housing and $1,315,000 for the M.T.A. deficit.

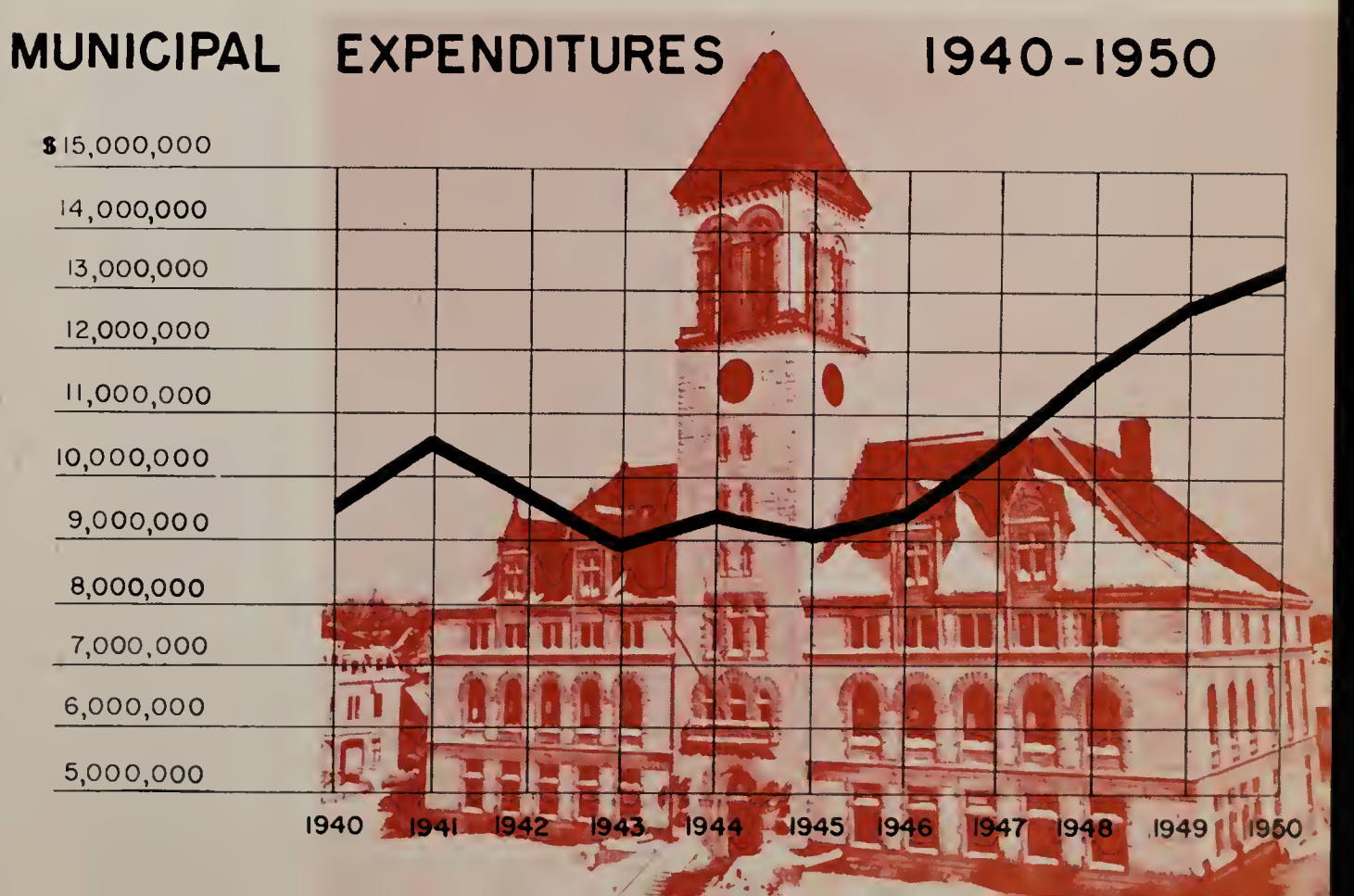
2. **Assessed valuations up.** The 1950 valuations of real and personal property totaled approximately $209,500,000 compared to $170,984,100 for 1945. About two-thirds of the $27,000,000 new construction since 1945 represents new or expanded commercial and industrial plants.

3. **Tax levy increased.** Since 1945 the tax levy has increased from approximately $6 million to approximately $12 million. Despite the policy of holding the line on debt and interest charges, costs for municipal operation in the same period have increased from about $9 million to almost $13½ million as described on the chart below.

4. **Tax rate reduced.** In 1950 the $39.70 tax rate represented a reduction of $6.60 over the 1941 tax rate and the eighth time in nine years a reduction was shown.

5. **Tax collections high.** The high percent of tax returns has reduced the need for short-term borrowing to a minimum. Over 97% of the real estate and 95% of the personal property taxes had been collected by the end of 1950.

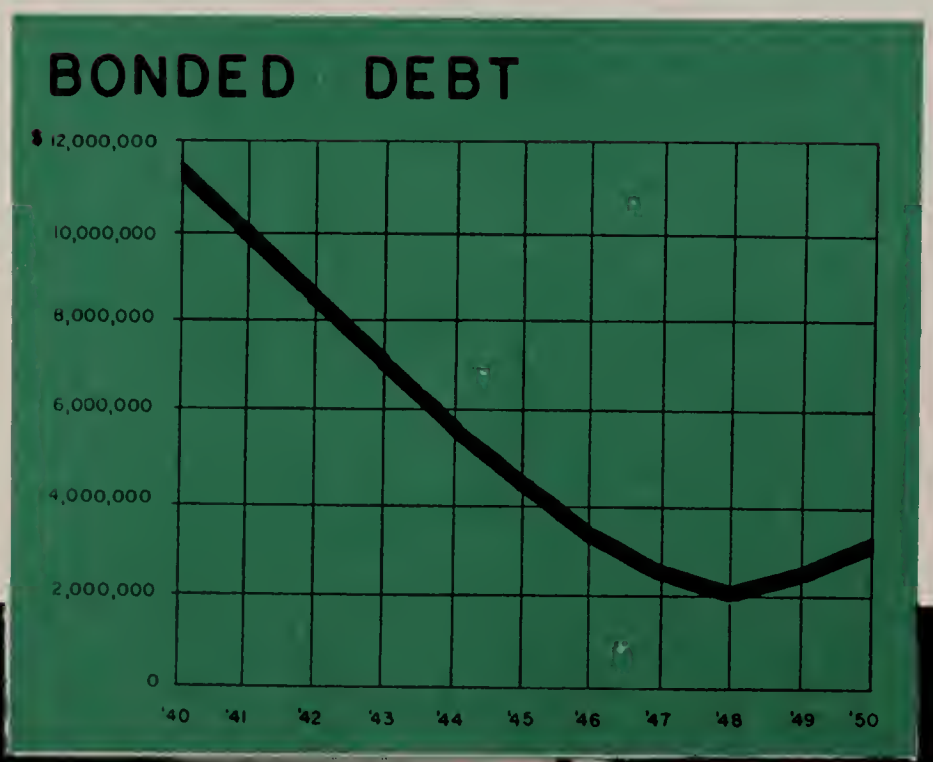
6. **Income from municipal operations up.** Income from this source has increased from approximately $600,000 in 1942 to well over a million in 1950. This item includes income from the City Hospital, the T.B. Sanatorium, the Municipal Golf Course, parking meters, licenses, permits and fees of all kinds.

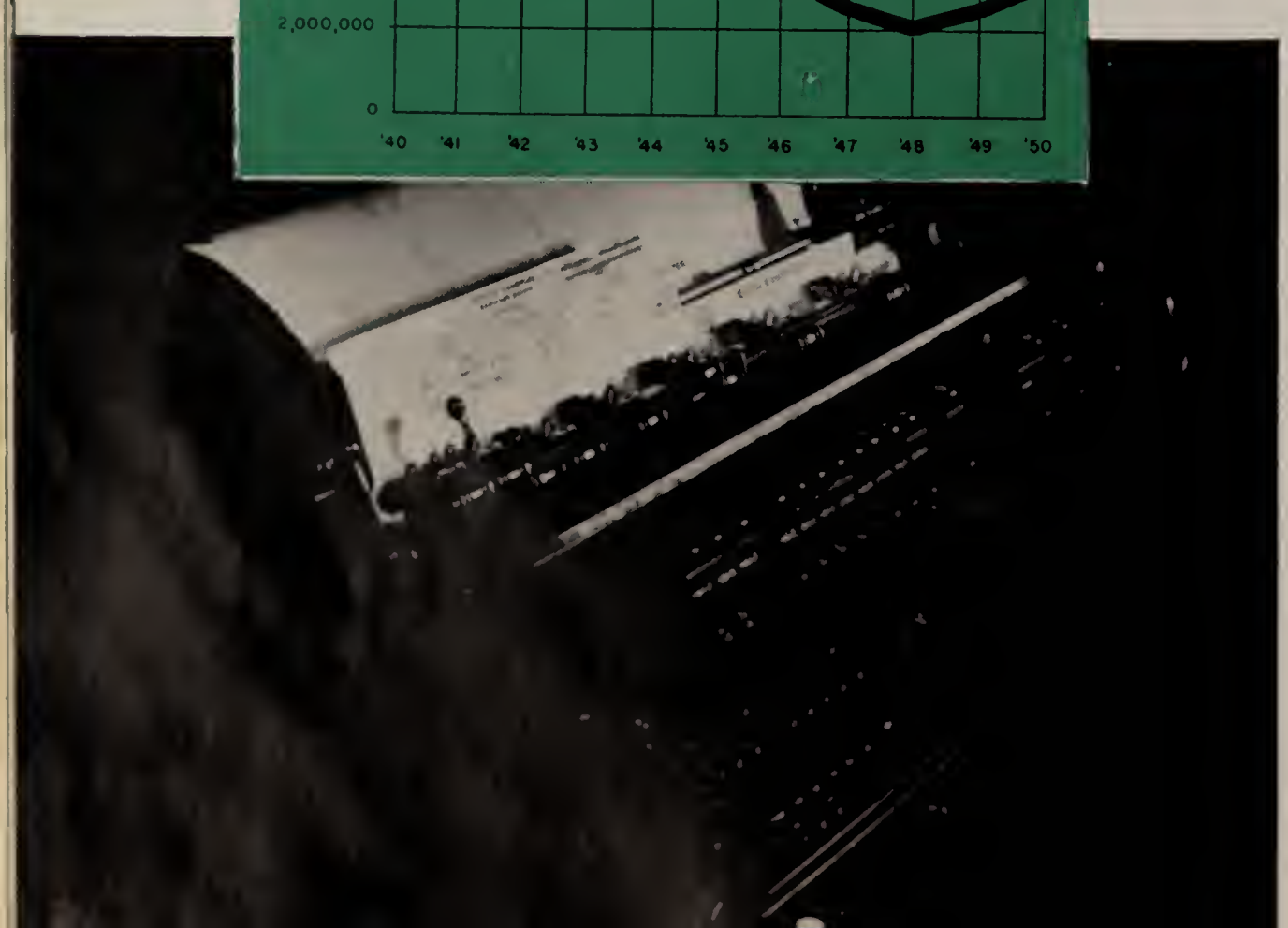


MUNICIPAL EXPENDITURES have climbed in the past five years from approximately $9½ million to almost $13½ million. This increase of 42% can be attributed to increased operating costs: materials, supplies, salaries, and welfare expenditures.

ANNA RYAN AND ALICE MEENAN of the Auditing Department check and record payroll

WAYS AND MEANS OF SAVING





The shrinking dollar calls for wise spending. It also means paring down operating costs and increasing income to the fullest. Your City government has employed many means of saving the taxpayer's dollar. These methods include:

1. **"Pay-as-you-go" policy.** This policy was instituted in 1942 on the theory that a city should pay for services, operational expense, and normal replacements as they occur from year to year. Consequently from 1942 until 1949 there was no long-term borrowing. This has put City finances in Cambridge on a sound business basis, and saved large payments for debt reduction and interest charges.

2. **Buying in bulk.** Many thousands of dollars have been saved by purchasing expendable items used by

Left: ELECTRIC BOOKKEEPING MACHINES in the Treasurer's office produce in one operation all the supporting records for payroll work and save many man-hours in record making. One strike of the key produces the Treasurer's check register sheet, retirement deduction record, and employee's earnings record.

before they are sent to the Treasurer for payment.

TYPICAL OF 63 PARCELS OF TAX TITLE LAND under the control of the Custodian of Foreclosed Property in 1950, this lot has been reclaimed by a private developer for the useful function of off-street parking. Building in rear is County Court House. Total assessed value of all land being held by the Custodian at the end of the year was $58,750.

THE TAX DOLLAR

many City departments, thus taking advantage of quantity prices. Almost $19,000 was saved in 1950 by purchasing on contract the entire municipal fuel consumption — gas, oil and coal. Many items were purchased from War Surplus Property at great savings to the City.

3. Labor saving machinery and methods. Motorized equipment for large-scale operation, especially in the Public Works Department, has been the means of saving many man-hours of labor and hundreds of the taxpayers' dollars. Street resurfacing is one example of many.

4. The Use of City-owned equipment and labor. Many functions are now performed more cheaply and more efficiently by City labor than they were by private contractors; for example, great economies have been effected in the maintenance and repair of City buildings.

5. Sale of tax-foreclosed property. All parcels of such property are widely advertised and every effort is made to get them back on the tax rolls at an early date.

6. Sale of salvageable material. During the war tons of waste paper and other material were sold at considerable gain to both the war effort and the City treasury. In 1950 a two-year contract netting the City more than $73,000 was let for the sale of garbage.

PURCHASING AGENT JOHN CORCORAN AND ASSISTANT FRANK NOLAN examine a piece of War Surplus Property that may be of valuable aid in Civil Defense activities.

MEN AND MACHINES

It takes 475 men and scores of machines with a budget well over a million dollars in the Public Works Department to do the housekeeping for John Q. citizen and his family in Cambridge. Public Works is the second largest City department and combines 18 functional divisions: Street Cleaning, Street Repair, Street Signs and Traffic, Bridge Maintenance, Sanitary Ashes, Incinerator, Sanitary Offal, Sewer Maintenance, Park Forestry, Cemetery, Administration, Shop & Garages, Building Maintenance, Building Operation, Snow Removal, Construction of Streets, Construction of Sidewalks and Construction of Sewers. Much of the Department's work is of a routine municipal housekeeping nature: street cleaning, garbage and ash collection, and snow removal.

Other functions such as street repair, bridge and sewer maintenance, building maintenance and operation, and all kinds of minor repairs represent the regular maintenance work that is part of keeping the City in good working order.

The mechanical end of all these operations is carried on at the Hampshire Street Yards where the tools, equipment, men and materials make it the "fix-it" shop of the City. Here the motorized equipment for all departments in the City is turned in for mechanical repair, motor tuning, greasing, or body work.

Fifty-eight pieces of new equipment added in 1950, ranged from a diesel power shovel and an earth impacter to a precision lathe, passenger cars, pick-up truck and street cleaning carts. It may truthfully be said that the Cambridge Public Works Department is one of the best-equipped and most efficiently organized in the State.

Above: NEW GREASE PIT at Hampshire Street Yards makes a grease job considerably easier and faster. *Below:* All disabled Fire Department equipment receives No. 1 priority in the Repair Shop at the Hampshire Street Yards.

Above: OVER $1 MILLION WORTH of motorized Public Works equipment is harbored in the large municipal garage at Hampshire Street. *Below:* A NEW METAL LATHE is a valuable aid and great time-saver in the tooling of machine parts in Public Works.

PRIZE EASTER LILIES and more than 10,000 plants are grown at the Municipal Greenhouse for use in City Institutions, traffic circles and the Cambridge Cemetery.

BRUSHES 'N BULLDOZERS

The variety and scope of functions carried on by the Cambridge Public Works Department have been described on the preceding page. The amount and type of its equipment could well be the envy of many another City. From its motor-driven street-cleaning brushes to the 17-ton bulldozers the Department is well equipped to handle any large job and at a cost considerably less than current contract prices.

For several years now the Department has been engaged in a street resurfacing program. In 1950 almost 8 miles of streets were resurfaced and three new streets built totaling about a mile,

The same street surfacing equipment created two new parking lots for about 100 cars near Harvard Square and laid some 17,000 square feet of bithulithic sidewalks. Also included in a list of 1950 City improvements accomplished by the Public Works Department are 20,000 square feet of concrete sidewalks, 84 driveways totaling 1,800 feet and 480 feet of edgestones.

With the creation of the newly organized Recreation Commission in 1947 to handle only playground and recreation programming, the maintenance and construction of play areas was transferred to the Public Works Department. Considerable work is done each year in black-topping recreation areas, erecting new or repairing old

Above: THIS BULLDOZER works at the City dump impacting each day's rubbish collection and covering it with earth fill. *Below:* A MECHANIC in the Municipal Garage does a motor tune-up job on a fire rescue wagon.

fences, and installing new equipment. In 1950 work of this nature was performed at Cambridge Common, Longfellow Park, Cambridge Field, Fort Washington Park, Thorndike Field, Corp. Burns and Gannett School Playgrounds.

The development of new areas in the City invariably requires the assistance of some divisions of the Public Works Department. The rapidly developing business and industrial section between Concord Avenue and the Alewife Brook Parkway required the installation of over 1,600 feet of sewers, ranging from small 12-inch sanitary and 24-inch storm drains to a giant 72-inch relief overflow sewer constructed completely by the Sewer Division of the Public Works Department as laid out by the City Engineers. A section of open brook at Rindge Avenue Extension was also covered and a 66-inch relief sewer constructed for about 300 feet.

To further aid in the Public Works' motto of "Keep Cambridge Clean", 86 open rubbish barrels maintained by the City were replaced in 1950 with a closed type container.

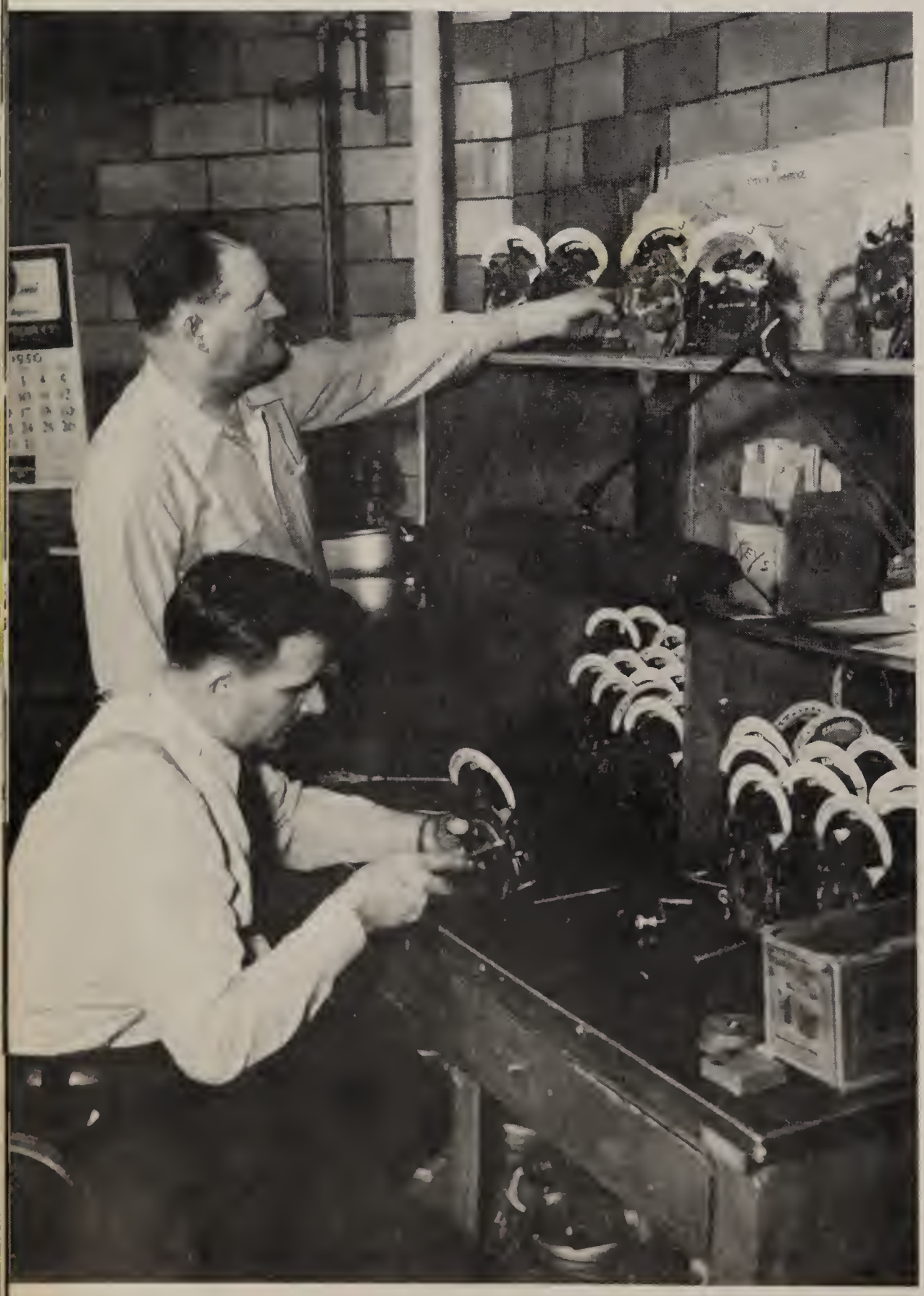
The Department also does its share in bringing in revenue to the City Treasury — almost $30,000 was collected, chiefly from dump permits ($22,600), and the sale of ash tickets ($6,700). An additional $36,700 was received from the sale of garbage on a two-year contract basis.

Above: STEAM SHOVEL purchased in 1950 is typical of City's mechanized equipment. *Below:* OVER 3,000 PLANTS were raised in 1950 for the Cambridge Cemetery alone.

Below left: OVER 3,000 GALLONS OF PAINT are used each year by the Maintenance Department in redecorating City buildings. *Below right:* AS THE CITY SLEEPS the sweepers clean the streets for another day.

POLICE PATROL CARS leave Headquarters for duty. These cars are in operation 24 hours a day in all kinds of weather.

WARNING a passing motorist. Over 6,000 motorists were warned on minor traffic violations during the 1950 Police Safety Campaign.



THE CITY'S 1,200 PARKING METERS installed since March 1947 are kept in good condition by two repairmen at Police Headquarters.

"UNIVERSITY 4-1212"

CAMBRIDGE POLICE RATED HIGH

Police emergency calls on UN 4-1212 are received in the new radio room at Police Headquarters and relayed by two-way radio to the nearest police patrol car on duty in the eight patrol car sectors in the City. This provides extremely fast protective service to the citizens of Cambridge. The policy of frequent replacement of all rolling stock keeps this equipment at a high standard of efficiency and reduces repair costs to a minimum. During the past five years 44 prowl cars, 4 sedans, 3 motor cycles and two 3-wheel motorcycles have been purchased.

One of the reasons for the Cambridge Police Department's rating as one of the best in the State is its Police Laboratory which has recently been modernized and additional equipment added: a photo enlarger, magnifying lamp for classsifying fingerprints and a flash-o-lens for searching crime scenes.

One of Cambridge's major problems is traffic. Parking meters have solved many parking problems and bring in about $65,000 a year to the City treasury. The great reduction of accidents in metered areas is believed to be due in large part to the elimination of the former double parking hazard. The two traffic call systems installed three years ago at Harvard and Central Squares have also improved traffic conditions in these two busy spots. Record keeping of traffic violations is a time-consuming job. In 1950 some 1600 accidents and over 20,000 non-criminal parking summonses were processed. Over

METERED OFF-STREET PARKING areas such as this one near Harvard Square provide parking space adjacent to stores.

$10,000 were paid in fines at court on second and third offenses. Accident reports filed at the Bureau included 14 fatal accidents and involved injuries to almost 1500 persons. Two detectives are always on call for the investigation of serious accidents. Other activities of the department include the preparation of traffic counts to substantiate changes in regulations, and the conducting of safety programs in the schools.

The Bureau of Criminal Investigation was also busy during the year. In its four departments — automobile, pawn, claims, and identification — 4,100 investigations were made, property and money estimated at $122,000 was recovered, and 290 arrests made. 200 motor vehicles valued at $300,000 were stolen in Cambridge and cars valued at $235,000 were recovered. In the pursuit of missing articles 1,750 visits were made to pawn shops in Cambridge and Boston.

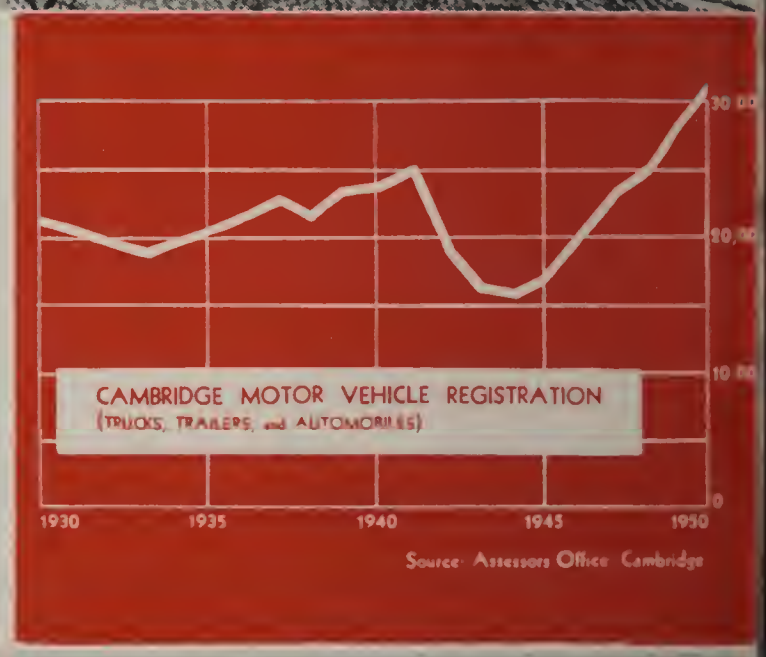
The staff of the Police Department has increased from 224 in 1945 to 241 in 1950. More than one-fourth of the present staff has been in City service from 10 to 15 years, and about another fourth less than five years. Over half of the men are between 30 and 50 years of age and a little less than 10% are between the ages of 20 and 30. All members of the department have taken an American Red Cross refresher course in first aid which has proved valuable in accident cases and in handling the sick and injured.

Below left: LT. DONELAN OF THE BUREAU OF RECORDS checks a record. This Bureau contains some 30,000 records of the entire Police Department and more than 12,000 bicycle license records. *Right*: POLICEWOMEN TAYLOR AND NELSON discuss one of the hundreds of cases handled by the Crime Prevention Bureau in 1950.

Above and Below: A riverside park becomes a speedway: Charles River near Longfellow Park before and after the construction of Memorial Drive Extension and the Eliot Bridge by the Metropolitan District Commission.

TRAFFIC-MINDED CAMBRIDGE

THE CITY ACTS TO COPE WITH THE RISING TIDE OF AUTOMOBILES AND TRUCKS. TRAFFIC CONTROL DEVICES, HIGHWAY IMPROVEMENTS, PARKING LOTS BLOSSOM.



Right: The new Eliot Bridge over the Charles at Gerry's Landing, constructed by the Metropolitan District Commission. This crossing brings more traffic to Soldiers Field Road and eases the load on Memorial Drive. A further extension of Memorial Drive to connect with Arsenal Square in Watertown is planned.

Right Middle: Traffic control tower at Central Square. Loud speaker system helps to control traffic and window boxes of flowers add a colorful note to busy intersection.

Below: Cambridge Traffic Board re-established by the City Council in 1950. Composed of heads of City departments, it deals with traffic problems through coordination of City policy, advice to the City Council, and liaison with State agencies. Clockwise around table: Public Works Commissioner William McMenimen (back to camera), Fire Chief John Collins, City Engineer Edgar Davis, Police Chief John King, City Electrician Vincent Moynihan, Traffic Bureau Captain Edward Maher, Chief Clerk John Kelliher (Secretary), and Planning Director Mark Fortune.

Right Middle: Traffic circle and channelizer at Michael J. Sullivan Square, formerly Putnam Square, one of several recent traffic improvements designed by the State Dept. of Public Works and constructed by the City Dept. of Public Works. The garden plots are maintained by the City Forestry Division. This circle was made possible by the change from street cars to trackless trolleys on the Mass. Station-Harvard Square route, which was carried out in 1949.

Right: Municipal parking lot at Eliot Square for 51 cars, installed on a trial basis by the City Council for 1-3 hour metered parking. Another parking lot has been installed opposite the Sumner Statue at Harvard Square through special action of the State Legislature. The provision of off-street parking lots in Central Square was also discussed by the City Council in 1950, and arrangements were made to lease a lot for 22 cars at the corner of Austin and Essex Streets. The City now has about 1,200 curb parking meters which brought in $64,600 revenue in 1950.

Above: AUXILIARY FIREMEN train for grim reality by combatting actual flames.

CIVIL DEFENSE MOTTO: "BE PREPARED"

Enemy attack may never come, but if it does, Cambridge will not be unprepared. Readiness to meet catastrophe is insurance. We all hope it will never be needed, but, if it is, the cost is well justified.

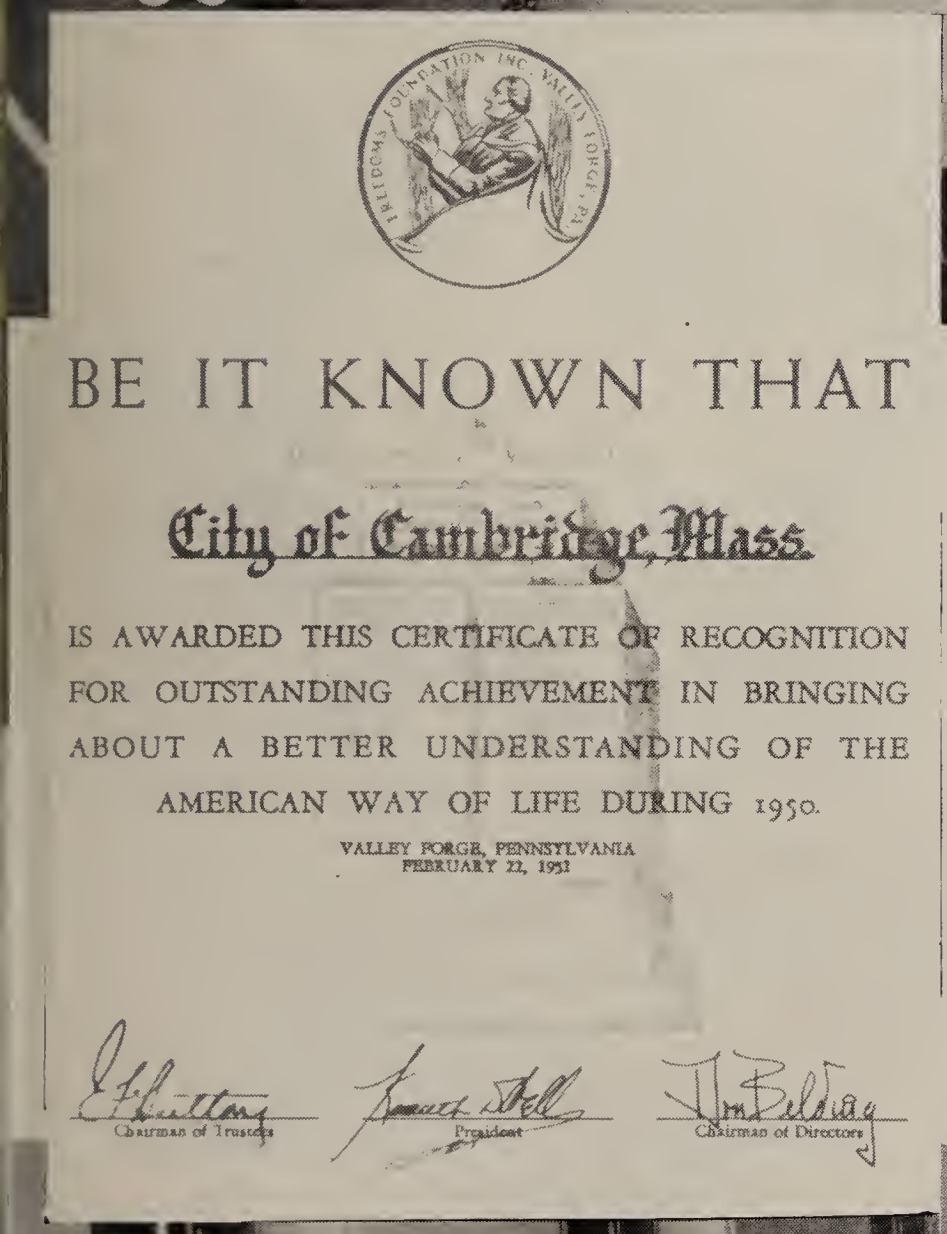
Following Korea, the Massachusetts Legislature enacted an emergency defense measure creating a Civil Defense Agency in the Commonwealth and in each municipality. The Cambridge City Council immediately set up a City Department of Civil Defense. Even before this, Cambridge had foreseen the possible course of world events. Dr. Walter Cronin had been appointed as Disaster Relief Coordinator, and a skeleton force of World War II civil defense personnel had been organized.

Since Korea the newly created Department of Civil Defense has been hard at work formulating the complex organization of experts that will be necessary to cope with atomic disaster. Key personnel has been recruited. Programs to train auxiliary policemen and firemen are well under way. Training of nurses' aides, first aiders, blood technicians, medical aid personnel, and teams for radiological monitoring, gas warfare, bomb reconnaissance, and special weapons is well advanced. Plant protection schools have been completed, and teaching personnel in both public and parochial schools have been instructed in defense measures.

Because of his pioneer work in setting up a civil defense organization the advice of the Director of Civil Defense is frequently requested by federal, state, and other municipal authorities.

Above right: Photo by Al Puhn, courtesy of "Argosy Magazine"

Above: TEST ALERT conducted in March 1950 to determine the status of the skeleton Civil Defense organization. Within twenty minutes of a telephone alert 750 persons and 175 emergency vehicles responded. This test took place three months before Korea.



Left: CERTIFICATE AWARDED BY THE FREEDOMS FOUNDATION INC. in recognition of the City's outstanding effort in Civil Defense preparation. The brochure entitled *Setting Up a Local Civil Defense Organization* prepared by Civil Defense Director Cronin has been in demand in cities throughout this country and Europe.

Below: AUXILIARY POLICEMEN being sworn in for Civil Defense.

Right: Key features of development plan for Cambridge.

PLANNING FOR THE NEXT HALF CENTURY

Cambridge considers its future in a world at peace

In the three centuries of its history Cambridge has evolved from a tiny frontier town to a downtown city in a populous metropolitan district. Today it is still in the process of rapid change in an effort to keep pace with 20th century technology. Through its city planning program Cambridge is attempting to foresee and guide this change so that a more efficient, healthful, and attractive city is created in the next half century.

Realistic plans for tomorrow must be based on an appraisal of today's conditions and trends. Because of its key position in the Metropolitan Area, Cambridge is greatly affected by metropolitan influences. Its population total has been relatively stable for the past thirty years, an indication that it is fully developed in terms of present residential facilities. Rapid expansion of industries, universities, and veterans' housing projects in recent years has used up virtually all of its vacant land. It is unique in its combination of educational institutions, riverfront park system, historical landmarks, and diversified industry. It has the problems common to many American cities — traffic congestion, rundown neighborhoods, mixture of land uses, and shortage of recreational space.

Cambridge Planning Board, which has the responsibility of developing long-range plans for the City. Clockwise around table: City engineer Edgar Davis, William Channing Beucler, Chairman Aldrich Durant, City Assessor Joseph Guiney, and Frederick Adams. Not present are Board Members Justin Hartzog and Holmes Perkins.

Thus the city planning job for Cambridge involves reorganization of an old city on a modern metropolitan pattern, protecting its assets and providing for its shortcomings, with an eye to present and future standards for living and working.

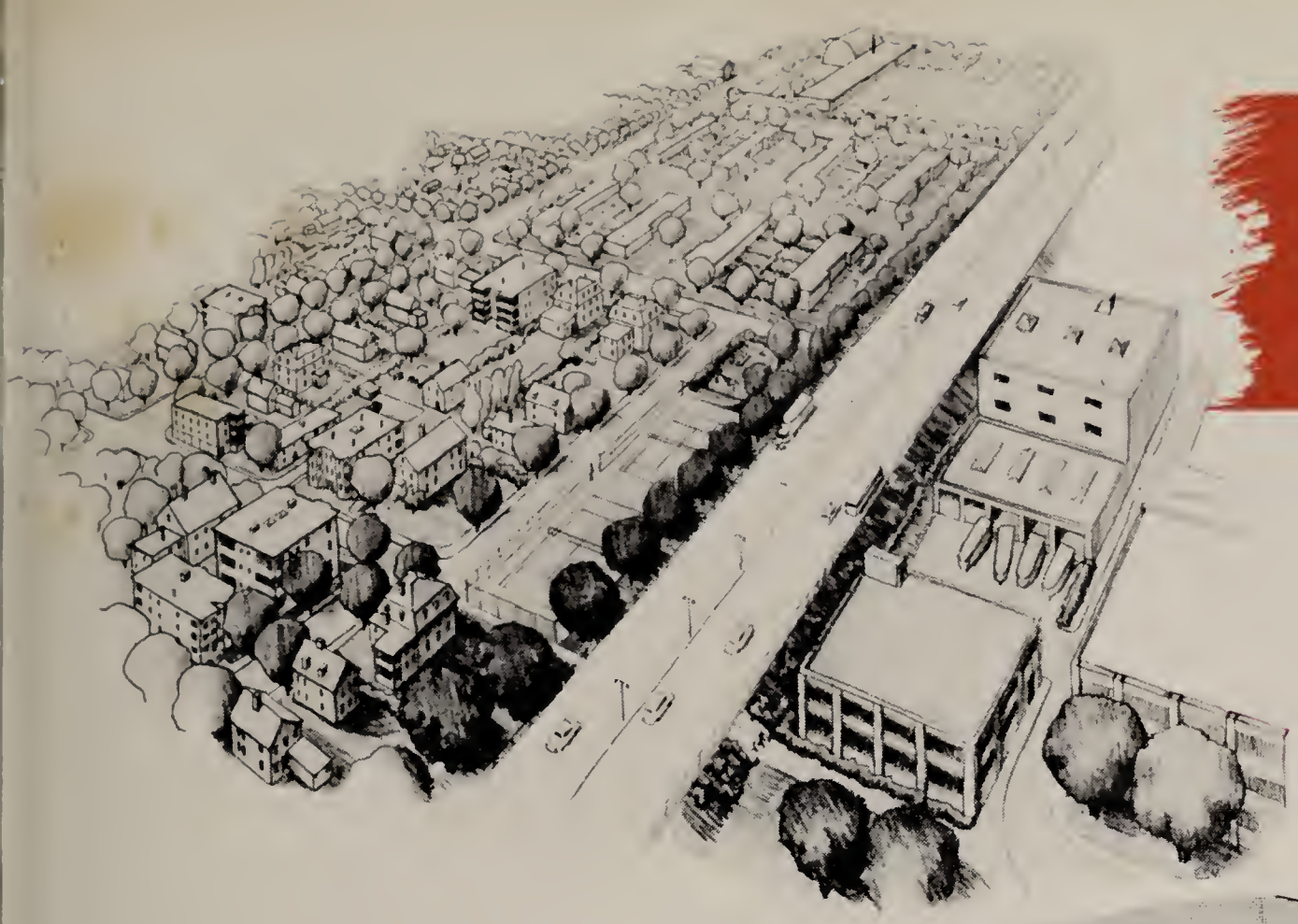
Three basic related elements of a city plan for Cambridge — transportation, land use, and community facilities — are illustrated in the diagram on the next page. This plan is not a final blueprint but a general guide, subject to revision and refinement. Key features are as follows:

(1) TRANSPORTATION: New superhighways, forming part of a metropolitan expressway system, would take through traffic off Cambridge streets, yet provide convenient connections to outside points. The extension of the subway from Harvard Square to a modern terminal in North Cambridge would provide better transportation service and cut down traffic congestion north of Harvard Square. Improvements to the local street system, such as traffic circles and grade separations, would encourage safe and smooth traffic flow. Secondary streets would be designed to keep heavy traffic out of residential areas. Parking lots and garages, both municipal and private, would help solve the parking problem.

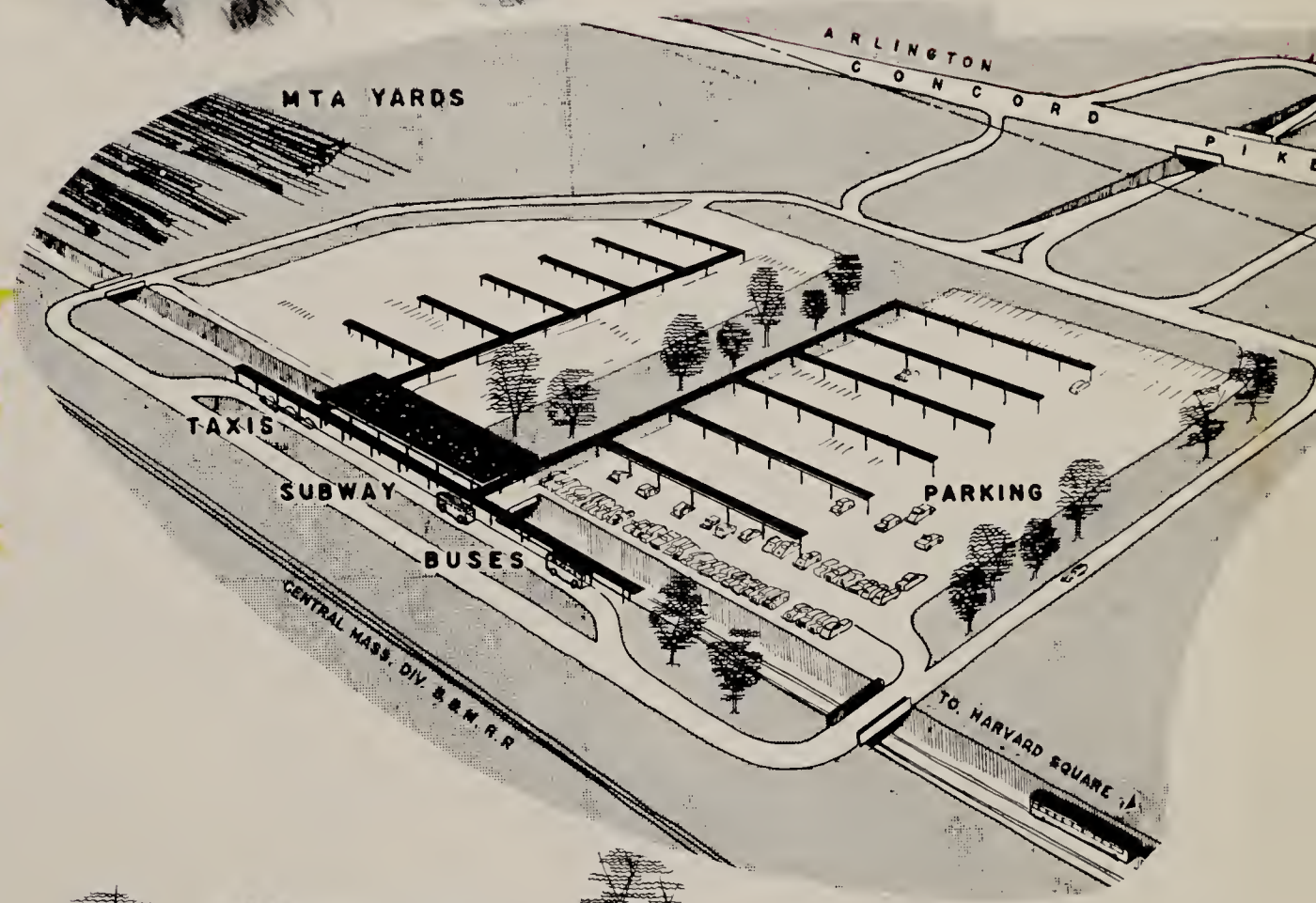
(2) LAND USE: Areas of the City would be reserved for their most suitable use. The jumble of homes, factories, and stores that is commonplace today would gradually shift into a better arrangement through land use policies carried out over the years. These would include strict enforcement and periodic revision of the Zoning Ordinance, a program to eliminate non-conforming uses, and careful planning of urban redevelopment projects. Land uses that do not mix, such as factory districts and home areas, would, wherever possible, be separated by buffer strips of open spaces containing superhighways, recreational areas, and parking lots.

(3) COMMUNITY FACILITIES: Areas reserved for homes would be grouped into "neighborhoods" each of which would have a neighborhood center. For a large neighborhood such a center would provide a kindergarten, elementary school, branch library, and health clinic indoors, and a park, playground, totlot and parking space outdoors. School facilities — gymnasium, auditorium, arts and crafts rooms, cafeteria — would be designed to serve teen-agers and adults after hours. Convenient to each home would be a totlot and "sitting-out space". Special recreational facilities for the whole City — large athletic fields, picnic areas, an indoor recreation center — would be readily accessible.

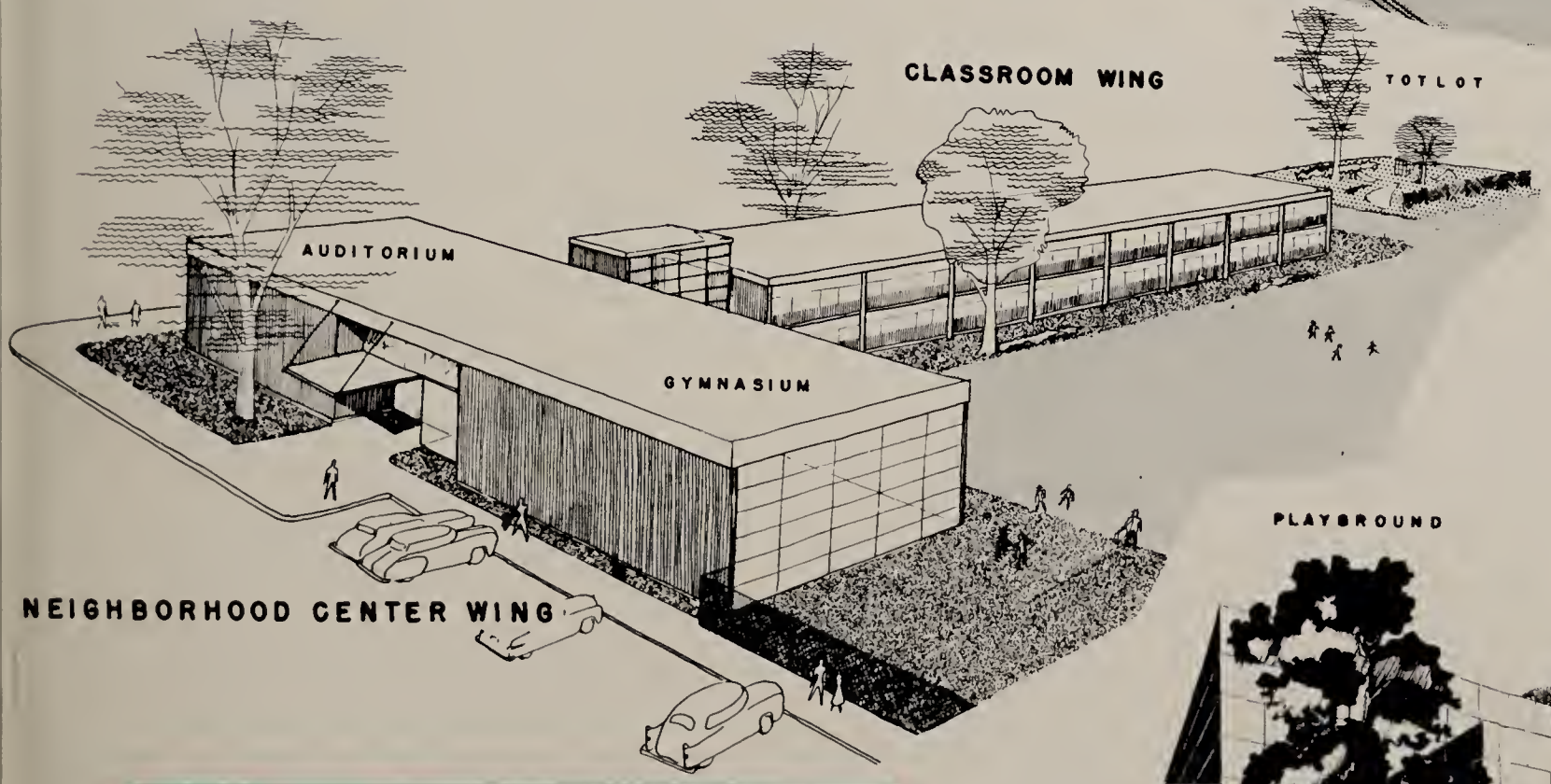
In short — the plan for Cambridge seeks to create a City of order and beauty where all can realize the benefits of modern industrial civilization — expanding opportunity, rising standards of living, increasing leisure, and lengthening life span.

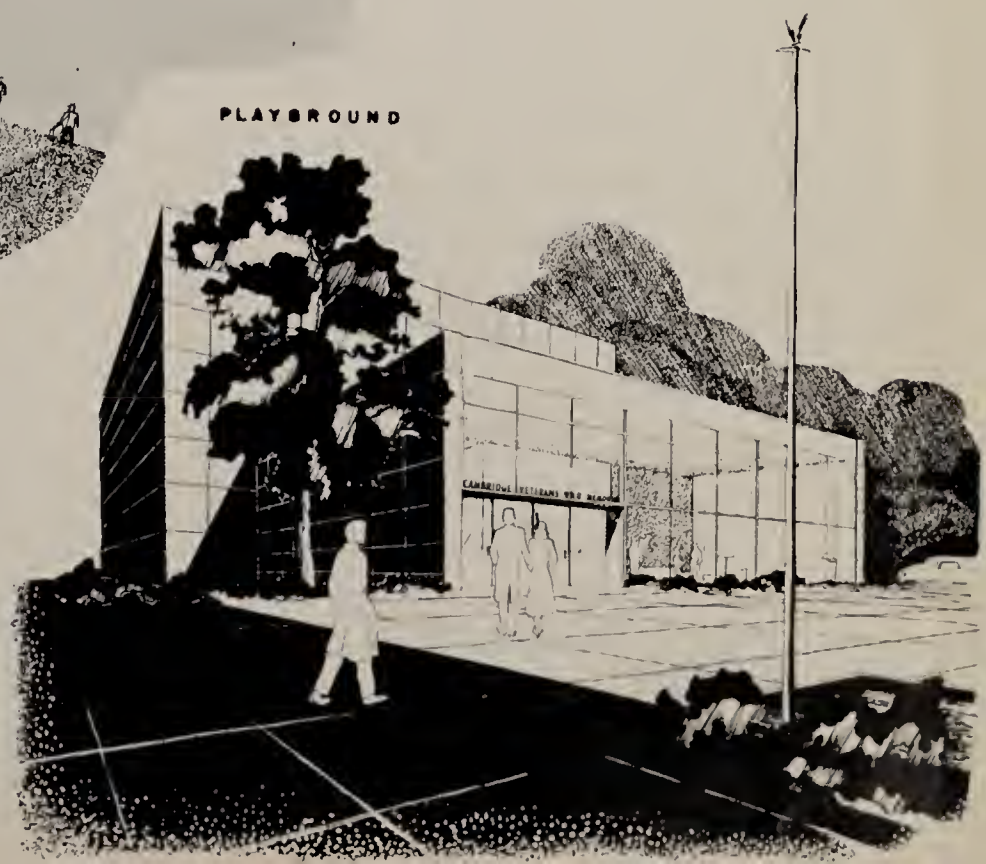


SUPERHIGHWAYS would take through traffic off local streets and shorten travel time between Cambridge and outside points. Shown on left is proposed Belt Expressway serving as barrier between residential and industrial areas.



EXTENSION OF THE SUBWAY to a terminal in North Cambridge, shown here in diagram form, would remove street congestion, subway yards from Harvard Square.





MULTI-PURPOSE COMMUNITY BUILDINGS would provide facilities for educational, recreational and social activities. Above, elementary school planned as neighborhood center; right, proposed Veterans' War Memorial Gymnasium and Swimming Pool.

SCHEMATIC PLAN FOR FUTURE CAMBRIDGE

TRANSPORTATION

existing proposed

- EXPRESSWAYS
- INTERCHANGES
- MAJOR THOROFARES
- RAPID TRANSIT
- RAPID TRANSIT STATIONS

LAND USE

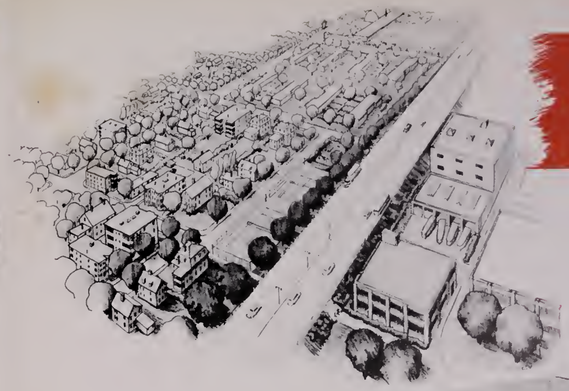
- RESIDENTIAL NEIGHBORHOODS
- MAJOR BUSINESS
- INDUSTRIAL
- INSTITUTIONAL & SPECIAL

COMMUNITY FACILITIES

- MAJOR PARKS & RECREATION AREAS
- ELEMENTARY SCHOOLS NEIGHBORHOOD CENTERS
- HIGH SCHOOLS & COMMUNITY CENTER

N 0 1/4 1/2 1 mile

CAMBRIDGE PLANNING BOARD



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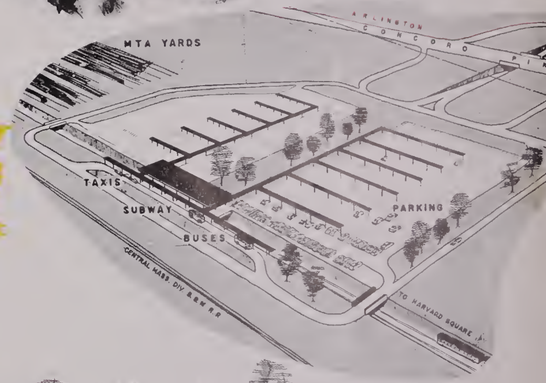

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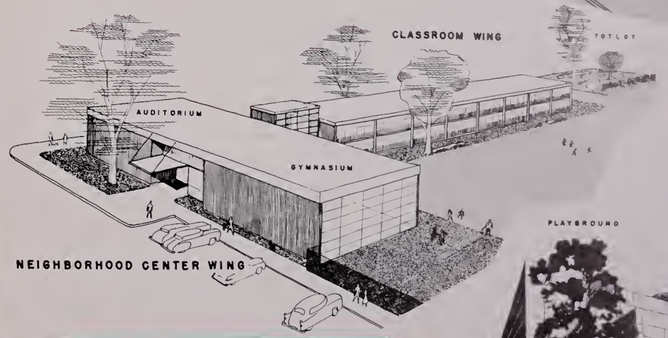
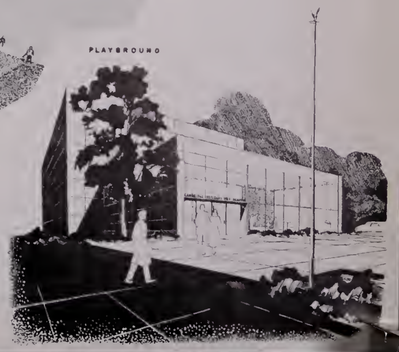




MULTI-PURPOSE COMMUNITY BUILDINGS would provide facilities for educational, recreational and social activities. Above, elementary school planned as neighborhood center; right, proposed Veterans' War Memorial Gymnasium and Swimming Pool.

Above left: COMMITTEE ON HOUSING HYGIENE: *Left to Right:* Welfare Agent James Finnegan, Superintendent of Buildings Stephen Spencer, Health Educator Miss Rheta Hyatt (Secretary), Planning Director Mark Fortune, City Engineer Edgar Davis, Health Commissioner Autino Fiore (Chairman), and Housing Authority Executive Director Daniel Burns. Committee members not present are Fire Chief John Collins and Housing Authority Director of Development and Redevelopment John Tenney. *Above right:* HOUSING SURVEY INSPECTORS James Linton and Joseph Mahoney record a faulty dwelling.

HOUSING IN NEED OF CONSERVATION: Parts of the City offer attractive living conditions

HOUSING IN NEED OF REHABILITATION: If improved, still good for many years.

HOUSING IN NEED OF RECONSTRUCTION: Too bad to be fixed up. Suitable for clearance and redevelopment.

URBAN REDEVELOPMENT

formula for Cambridge: strategic rebuilding, widespread neighborhood rehabilitation

Plans alone won't recast Cambridge in a happier mold. Plans must be carried out through a series of projects — coordinated toward the goal of a better City. The superhighways and rapid transit extension, shown on the preceding page, will be carried out by State agencies. Local traffic improvements are the responsibility of the City government, as are neighborhood facilities — neighborhood centers, schools, libraries, health clinics, parks, playgrounds, and totlots. New industries and shopping centers will be built by private enterprise. The provision of better homes is another part of the job of bringing old parts of the City up-to-date. How big the job is can be seen by a look at the figures. The 1940 U. S. Census showed that about 6,400 of the City's 30,000 dwelling units were substandard. The Planning Board has recently estimated that about 7,500 Cambridge families live in blighted residential areas, and another 11,500 live in deteriorating areas. The Housing Authority has funds from Uncle Sam to improve these conditions through urban redevelopment and low rental public housing projects. These available funds are sufficient to clear only a limited number of City blocks and to build 600 units of low rental public housing. Since this is but a drop in the bucket compared to the size of the job to be done, most of our homes and residential neighborhoods must be made to last for many years. A strenuous effort to conserve and rehabilitate what we have seems to be the answer. In order to set in motion a program of housing improvement, an interdepartmental Housing Hygiene Committee was created by City Manager Atkinson in 1950, and a Housing Survey, based on the A.P.H.A. Housing Appraisal Technique, got under way. This Committee plans to take a close look at existing housing regulations to see if revision or stepped-up enforcement is in order. It also hopes to stop the spread of blight and to give run-down residential areas a new lease on life through programs of neighborhood rehabilitation. These programs, based on long-range neighborhood plans, would call for the construction of urban redevelopment and public housing undertakings in key locations and would rely in large measure on voluntary cooperation of property owners, strict enforcement of housing regulations, and improvement of public facilities.

Left: THREE TYPES OF HOUSING AREAS defined by Planning Board as a basis for a City-wide housing improvement program.

DEDICATION OF THE WASHINGTON ELM MEMORIAL, JULY 4, 1950. *Right:* **notables review parade.** *Below:* **the Honorable Maurice J. Tobin, Secretary of Labor; Paul A. Dever, Governor of the Commonwealth; John F. Kennedy, Representative to Congress; Lewis Preston Collins, Lieutenant Governor of Virginia; and Frank A. K. Boland, Chairman of the Washington Elm Committee.**

HOLIDAYS, PARADES AND CELEBRATIONS are welcomed with historic ceremony

MASSACHUSETTS AMERICAN LEGION CONVENTION, *above,* **held at Cambridge, August 17-19, 1950.**

TABLEAU DEPICTING THE BIRTH OF CHRIST, *right,* **erected on Cambridge Common for Christmas week by the City Public Works Department.**

LADDERS TO THE RESCUE

At an annual per capita cost of $8.08 for maintenance, the Cambridge citizen has nine engine companies, four ladder companies and a rescue and high pressure fog company at his disposal within three minutes of call. A list of equipment would present an imposing array of the most modern fire-fighting apparatus valued at $376,000 — aerial ladders, fog and rescue wagons, independent lighting system — and one master 2-way radio station with 5 mobile 2-way units. This system enables the Chief to direct fire control or rescue operations at the scene of a fire and simultaneously summon additional aid.

Every effort has been directed toward reducing fire loses to a minimum. The actual loss on buildings and contents in 1950 fires was $257,000, or a per capita loss of about $2.10, which is only a little over 1% of the total estimated value of $21,600,000 of all buildings and contents involved in fires during the year. The 1950 loss is $105,000 less than the average loss of buildings and contents for the past five years.

The Fire Prevention Division is constantly on the alert to reduce fire hazards. This Division has taken full control and supervision of all oil burner installations, alterations, stor-

Above: OXYGEN TANKS, equipped with new type masks developed during World War II, now provide a higher degree of safety for fire-fighting personnel. *Below:* Fighting a three-alarm industrial fire from the roof-tops.

age of fuel oil, flammable liquids and the issuing of all permits. Among its regular inspection activities are special surveys of hospitals, colleges, nursing homes, hotels, schools and places of public assembly. Almost 8,000 inspections were conducted by firemen during the year.

In spite of all precautions issued and inspections made, however, the nine engine and four ladder companies were out of quarters more than 2,800 apparatus hours answering almost 2,500 alarms, and 390 of these turned out to be false ones. Fire apparatus consumes a tremendous amount of gas and oil in the course of its protective service — 10,000 gallons of gas and 500 qts. of oil in 1950. In addition to 2,484 alarms the Cambridge Fire Department responded to 135 calls for mutual aid from surrounding cities and towns participating in the Mutual Aid Fire Alarm System. The Rescue Company alone answered an average of 3 calls a day.

Purchases of new equipment during 1950 included: a 1-ton Chevrolet chassis for the department's independent lighting plant, a new acetylene cutting outfit installed on the Rescue Company's apparatus for use in automobile, elevator and other accidents, new body stretchers for the Rescue Company, and new lights with belts for each member of the Rescue Company on duty.

Above: EXPLOSION caused by collision of an oil truck and car call for quick action to prevent spread of further damage.

Above: SMOLDERING INTERIORS are checked closely by firemen before leaving the scene of action. *Below left:* One of Cambridge's 100-foot aerial ladders in action at an apartment house fire. *Right:* Desk duty at Ladder Company #3.

THE FIRST FLOODLIGHTED SOFTBALL GAME IN CAMBRIDGE played at St. Peter's Field in June 1950. The Field has been equipped with portable bleachers for 600, and lighted with 24 1500-watt floodlights.

LEISURE FOR EVERYONE

In five short years the City budget for recreation has more than doubled. In 1945 the budget for playgrounds and recreation was $52,500. In 1950 it had increased to $189,000, or a per capita cost of $1.58. This is progress in the right direction in a City that recognizes the true value of a public recreation program geared to the demands of the entire population — from youngsters to oldsters. But the rising standard of living and a shorter work week are taxing many of the City's facilities to the utmost.

Since the formation of the new Recreation Commission in April 1947 the City's recreation facilities have been greatly expanded and considerably improved. Fourteen new play areas, including 7 totlots, 6 junior playgrounds, and one large athletic field, and a new outdoor swimming pool have been acquired. In 1950 playing fields and playgrounds throughout the City were improved and re-equipped with sprinkler pools, drinking fountains, backstops, basketball courts, new fences and shrubs.

Major emphasis was placed on the larger athletic fields to meet the growing demand for this type of facility. Buildings at Russell, Rindge and Hoyt Fields were renovated, and St. Peter's, Russell, Donnelly, Ahern, Callanan, Hoyt and Rindge Fields were reconditioned. Through the courtesy of M.I.T. the Institute's athletic field was used for the fall high school games while Russell Field was being re-turfed.

With the addition of a basketball court to the Russell School playground most of the elementary schools now have an outdoor basketball court readily available. The 1950 program included two summer band concerts, 3 swimming meets, and 186 interleague games scheduled for boys and girls in baseball, softball, and basketball.

The Municipal Golf Course attracted 175 annual members and 226 monthly members in addition to several hundred daily players, and a total of 8,319 rounds were played.

Above and Below: BOXING INSTRUCTION and checkers in the Roberts School Recreation Center.

Top left: 75,000 CAMBRIDGE CHILDREN enjoyed Gold Star Mother's Pool on Donnelly Field in East Cambridge during 1950. Thousands more used improved bathing facilities at Jerry's Pit.

Above: 9 MUNICIPAL BASKETBALL LEAGUE TEAMS played 72 games. Many permits were granted for the use of recreation buildings to 58 adult basketball teams in the league as well as independent teams.

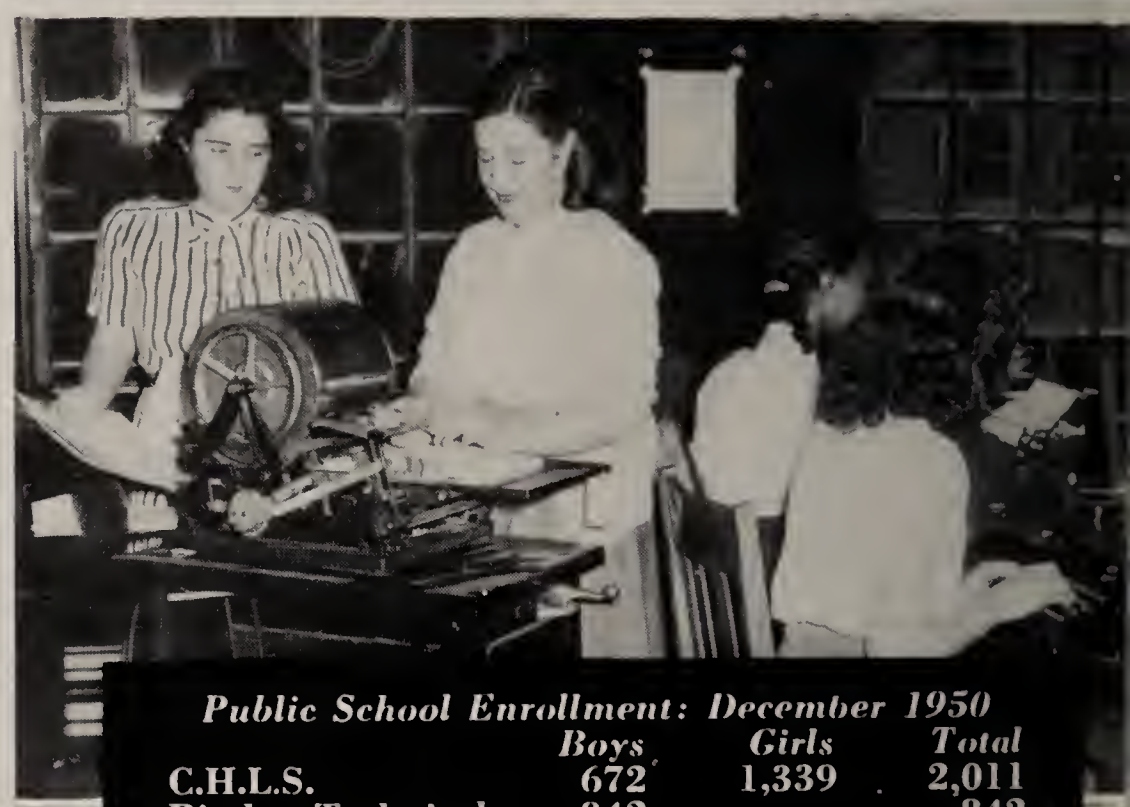
Below: TWILIGHT GAME ON CAMBRIDGE COMMON. 66 adult teams in softball leagues played 600 games in the 1950 season. Over 600 other permits were granted for softball, baseball and school games.

THE REFERENCE LIBRARY at Rindge Technical High School.

Second right: COMMERCIAL TRAINING at Cambridge High and Latin includes office methods, use of business machines and duplicating equipment.

BEFORE the installation of new lighting in a Wellington School classroom the average reading of artificial light at desk level was 3.6 foot candles.

AFTER: Artificial light alone now averages 27 foot candles. Ten rooms in five schools have been relighted as part of the classroom relighting program.



Public School Enrollment: December 1950

	Boys	*Girls*	*Total*
C.H.L.S.	672	1,339	2,011
Rindge Technical	842	—	842
Grammar (Gr. 5-8)	1,859	1,728	3,587
Primary (Gr. 1-4)	1,507	1,355	2,862
Kindergartens	478	460	938
Gen. Vocational	124	59	183
Continuation	2	7	9
Total	5,484	4,948	10,432

Above: A CLASSROOM IN KELLEY SCHOOL after being redecorated by the Maintenance Division of Public Works Department. During 1950, 13 schools were painted inside and 12 outside.

METAL MOLDING at Rindge Technical School requires protective clothing against hazards of hot molten liquid.

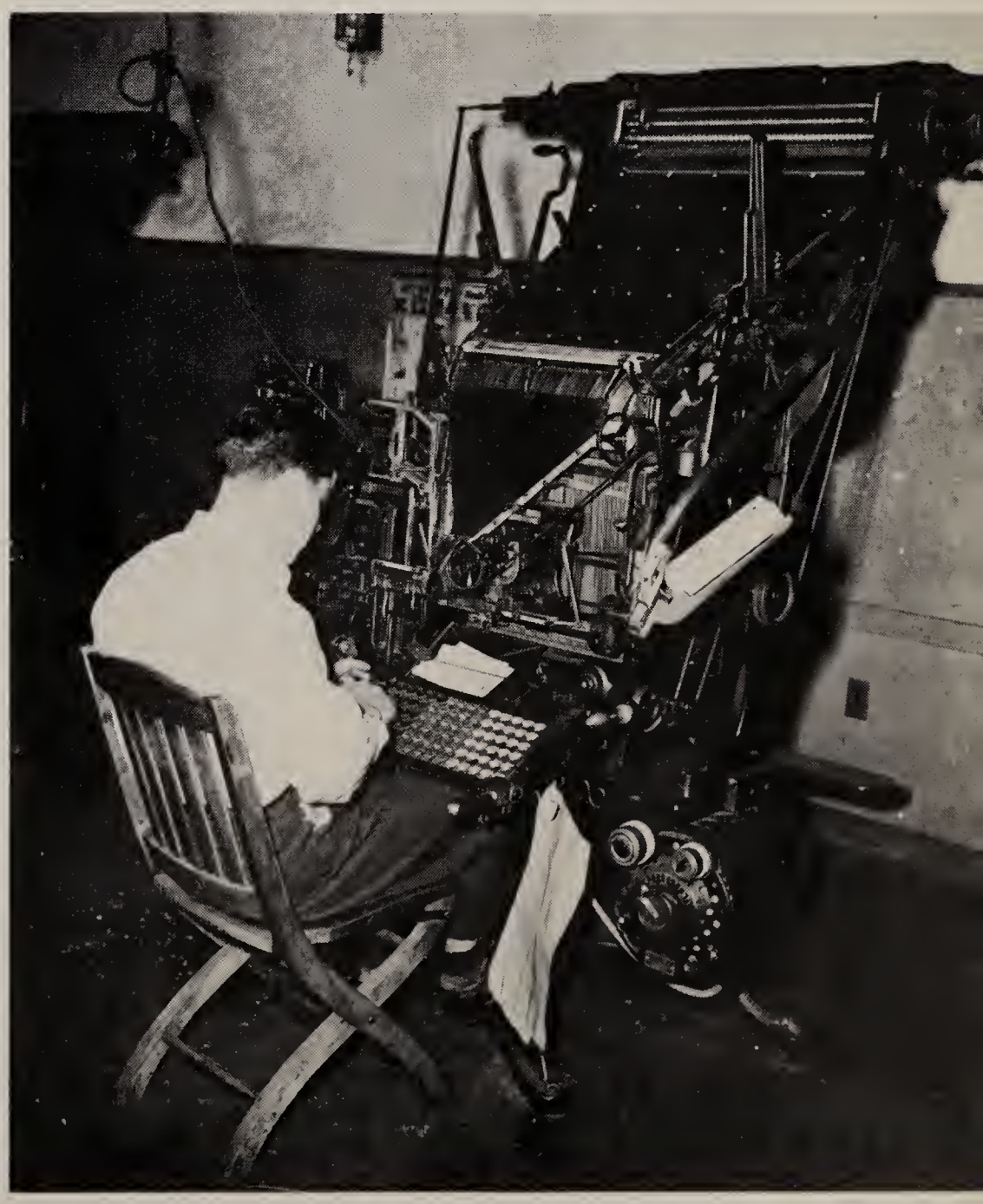
THE SCHOOL COMMITTEE takes time out for a photograph from one of its long, arduous sessions. *Left to right* School Committeemen Dr. James Cassidy, Mrs. Pearl Wise, Frances McCreehan. Secretary Edward O'Connell. Mayor Edward Crane; Superintendent of Schools John Tobin; School Committee men Thomas Mahoney, Robert Amory Jr. and James Fitzgerald. *In background,* Assistant Superintendents Edward Danehy and Charles Harrington.

READIN', WRITIN', 'RITHMETIC

The three R's in Cambridge have been greatly enriched by new subjects and improved methods of presentation in recent years. The Cambridge School System now employs 624 persons in all parts of its system and costs $2,690,000 per year. This is roughly 22% of the total City budget and a per capital cost of $22.40.

While the classical three R's still form the basis for study many innovations in subject matter and in teaching methods have been introduced. In 1950 a career day was held as part of the guidance and placement program. Consultants, representing many different professions, addressed small interest groups of the 1,500 junior and senior students.

Up-to-date teaching methods now employ audio-visual aids as an integral part of the school system. Cambridge annually spends $5,000 on audio-visual equipment. Each elementary and secondary school is now equipped with a radio-phonograph, tape and wire recorder, movies, slide, and film strip projector. During 1950 television was installed in the Roberts and Houghton Schools, and through the courtesy of Station WTAO a 1950 program was provided similar to that in effect in 1949.



A FUTURE LINOTYPE OPERATOR is trained in machine typesetting at Rindge Technical High School.

Above left: The catalogue room of the Main Library on Broadway where new books are catalogued for circulation. *Right:* The Main Library in its park-like setting between Rindge Tech and Cambridge High and Latin.

STORYTELLING HOUR in the Main Library

KNOWLEDGE FOR THE ASKING

186,000 VOLUMES AT YOUR FINGERTIPS

The function of public libraries throughout the country has expanded in recent years to include many services other than the circulation of books. In following this trend the Cambridge Public Library has established a number of "firsts" during the past few years.

A program to aid veterans with their problems of education and rehabilitation was begun after V-J Day. An annual lecture series of outstanding speakers was started under the provisions of the Dowse Fund. A professional story-teller was added to all libraries and playgrounds during the summer. A music room, equipped with individual listening devices, and a phonograph record circulation service was opened. A book delivery service was offered to shut-ins.

In 1950 an inventory of all branch libraries was completed and 16,000 books discarded as being out-of-date or in poor condition. Almost 10,000 books were added to the Central Library and over 7,000 to branch libraries during the year. A replacement program has improved the educational and juvenile collections in all branch libraries. Replacements amounting to $5,000 have improved the school collection circulated to public and parochial schools. A professional medical library, provided by library funds, was established for the staff at the City Hospital. These improvements have been reflected in a circulation gain of 8,700 in Central Library, and a 5,800 gain in the branches in 1950.

Below: LIBRARY CHRISTMAS PARTY at Cardinal O'Connell Branch in East Cambridge. Over 7,700 books are available for circulation at this Branch.

FILTRATION PLANT of the Cambridge Water Works, on the shore of Fresh Pond.

CAMBRIDGE FIRE HEADQUARTERS, on Broadway near Harvard Square.

MUNICIPAL GARAGE of Public Works, on Hampshire Street.

City Buildings Valued at $35½ Million

Reproduction costs as of 1950 for the City's 107 municipal buildings amount to $35,469,842 exclusive of land, equipment and furnishings. Approximately 60% of the total reproduction cost is represented by the 27 buildings of the School Department which cover almost half the total square foot floor area of all City buildings and approximately one-third of the total square foot building area. The seven buildings which make up the City's medical plants represent 11% of the total reproduction cost. Data for other City-owned buildings is given in more detail in the table below.

CITY-OWNED BUILDINGS by general classification

	No. of Bldgs.	*Bldg. Area in sq. ft.*	*Floor Area in sq. ft.*	*Reproduction Cost — 1950*
School	**27**	**388,987**	**1,082,421**	**$20,607,471**
Hospital	**7**	**68,405**	**303,784**	**4,117,775**
Administrative	**3**	**23,561**	**75,187**	**2,318,731**
Welfare	**4**	**26,604**	**95,263**	**1,649,135**
Fire	**10**	**40,040**	**125,348**	**1,588,967**
Water	**30**	**112,707**	**69,822**	**1,527,086**
Public Works	**9**	**80,532**	**104,139**	**1,228,618**
Police	**1**	**51,094**	**201,176**	**887,847**
Recreation	**9**	**91,254**	**75,844**	**807,106**
Library	**3**	**14,604**	**33,753**	**644,578**
Cemetery	**4**	**4,882**	**6,947**	**92,528**
TOTAL	**107**	**902,670**	**2,173,684**	**$35,469,842**

CITY HOME FOR THE AGED, on Concord Avenue, overlooking Fresh Pond.

CAMBRIDGE HIGH AND LATIN SCHOOL on Trowbridge Street.

MUNICIPAL GOLF CLUB HOUSE overlooking Fresh Pond.

CAMBRIDGE POLICE HEADQUARTERS, Central Square.

CAMBRIDGE CITY HOSPITAL, on Cambridge Street.

THE NERVE CENTER OF THE CITY — fire alarm headquarters at Engine Co. 1 equipped with new 2-way radio KCB 290. In less than 30 seconds a call is cleared at Headquarters, transmitted to a fire station, and recorded. And in less than three minutes fire apparatus is at the scene of a fire or rescue operation.

THE LICENSE COMMISSION issues licenses to assure that the public interest is properly protected in the conduct of certain business activities. The Commission in 1950 granted 4,154 licenses for 36 types of activities. Fees totaling about $225,000 were collected. 89% of this was derived from liquor licenses. Commission members are: (*l. to r.*) Fire Chief Collins, Thomas Quinn, Police Chief John King.

BUILDING TRADESMEN must be accredited by the **Board of Examiners** before being granted a license to operate. The board held 7 hearings during the year, issued 454 special licenses, renewed 332 and gave 33 examinations to builders, roofers, gas-fitters, etc. At the table are: (*l. to r.*) Thomas Mulcare, Chairman William Galvin, Robert Hansen. Stephen Spencer, Building Supt. not present.

THE BOARD OF APPEALS hears petitions for special relief from the provisions of the Building Code and Zoning Ordinance In 1950 the Board held 22 meetings and heard 166 cases, 115 of which were granted. On the Board are: (*l. to r.*) Chairman William Galvin, James Walsh, Frank Gallagher, Secretary Marion O'Hearn, and Stephen Spencer, Building Supt. (not present).

NEW STORM SEWER, being hoisted into place. The City now has 200 miles of combination, storm, and sanitary sewers. The City Engineer is responsible for the proper layout and construction of the sewer system.

SAFETY STANDARDS GUARDED

Maintaining safety standards in a city of 120,000 is no small task, and many City departments are involved in the job.

The Building Department employs inspectors who are constantly inspecting public buildings, places of assembly, lodging houses, convalescent homes and the 816 elevators in the City. A special survey of porches involved 2,200 inspections. Plumbing, gas and electrical inspections totaled another 9,800.

Similarly, the **Sealer of Weights and Measures** makes thousands of tests in a year to guarantee that all citizens get fair value for their money. During 1950 he made 8,400 tests of measuring equipment and re-weighed more than 15,000 packages of foodstuffs. All but about 300 were found to be accurate.

Structural safety and accurate measurement in commodities offered for sale are but two types of standards being safeguarded. **The Electrical Department** for five years has been improving the street-lighting system. In that time the number of lights has been increased 10% and the total street light illumination 33%. The Department has installed 12 additional fire alarm boxes and extended the hook-up of the mutual aid fire system which included only Somerville and Boston to Belmont, Watertown, and Arlington. More fire alarm wires were placed underground and new traffic signals installed at several strategic places.

Surveys and records of physical aspects of the City are made and maintained by the **Engineering Department** which has almost 16,000 plans on file. A base map of the City, including a street index for easy reference, was brought up-to-date with new street names. Copies are now available for distribution.

HEALTH EDUCATION in industry. Two workers at Simplex Wire and Cable Co. confer with company Dr. Leonard Landry, Nurse Catherine Dempsey, and City Health Director Rheta Hyatt on Chest X-ray Campaign program sponsored by public and private agencies.

HEALTH EDUCATION STRESSES PREVENTION

FIRST GRADERS AT THE ELLIS SCHOOL given diphtheria and tetanus booster shots by Dr. Simon Kelleher and Nurse Genevieve Covell of City Health Department. 2,500 high school students took part in a diphtheria immunization program planned by the new School Health Council.

In 1950 Cambridge acquired its first public health commissioner — a physician specifically trained in public health practice. Under his jurisdiction the Department is supporting an expanded program of health education aimed at the prevention of disease.

The TB Control Program was continued in 1950 with more than 20,000 persons being X-rayed. Health services are provided to all school children by the Health Department. Almost 18,000 examinations were made by school physicians, assisted by public health nurses, during the past year. By frequent check-ups, physical, mental and emotional defects may be detected at an early age and referred to the family physician for treatment. The formation of a School Health Council is expected to produce the best possible coordination between the two authorities in the promotion of health among school children.

The Department now has two inspectors trained in environmental sanitation operating under a Committee on Home Hygiene (see facing page 25).

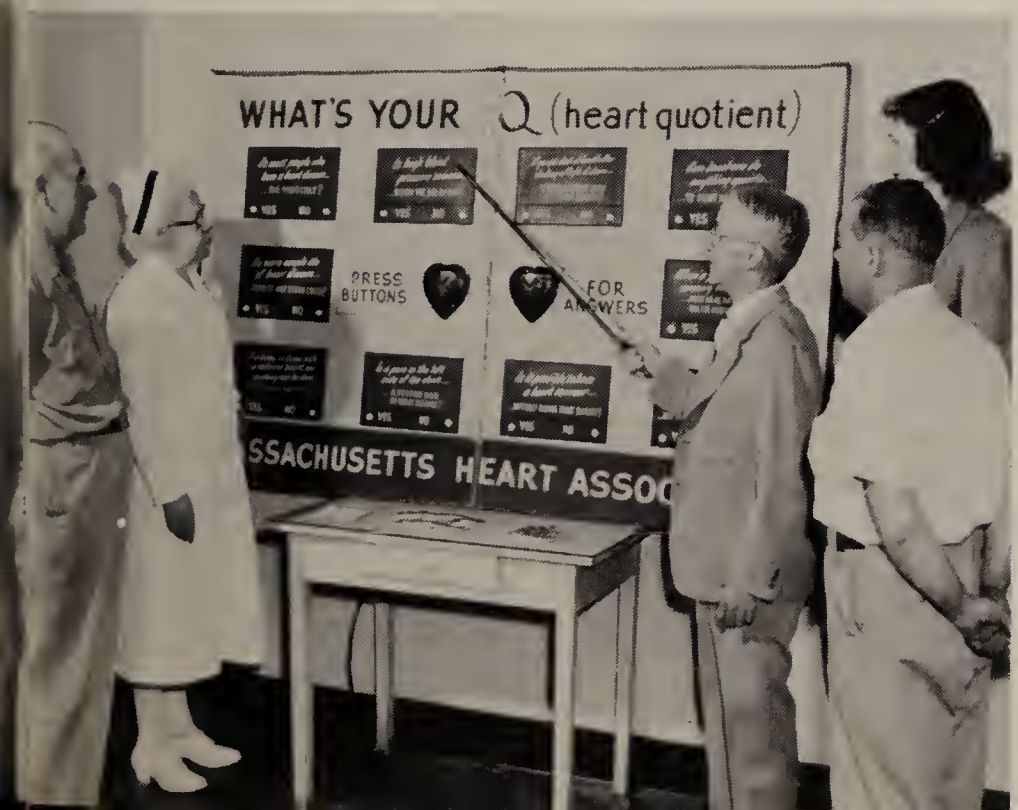
Statistics show a favorable health picture for Cambridge in 1950 with two of the lowest crude figures on record: infant mortality 18.15 per 1,000 live births and the TB death rate of 24.85 per 100,000 population. The crude death rate was 12.42 per 1,000.

The 1950 per capita cost for public health services, exclusive of that for actual hospital care, was $1.40. Approximately 22% of this was for school dental care.

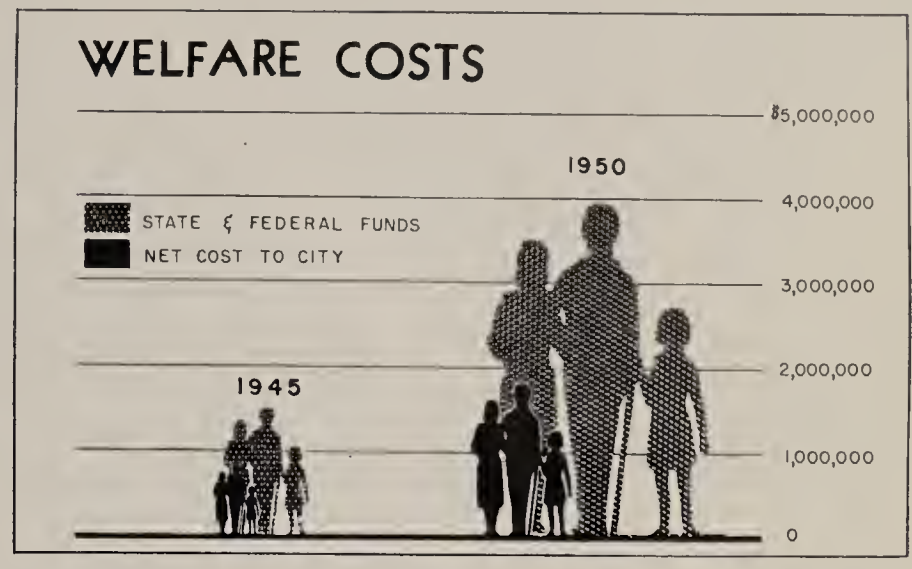
WEEKLY PRE-NATAL CLINICS at Cambridge City Hospital supervised by Dr. William Shubert, resident physician, assisted by Dr. John Knight, Nurse Carmela DeFeo, and City Health Director Rheta Hyatt.

WELL BABY CLINICS are aimed primarily at disease prevention. Healthy children are examined periodically here and referred to family physicians for any treatment necessary. 6,113 visits were made to well baby clinics during the year.

HEALTH EDUCATION DURING HEART WEEK is conducted in City industries by means of charts such as these of the Massachusetts Heart Association.



WELFARE COSTS UP



WELFARE COSTS shown on this chart include payments for General Relief, Old Age Assistance, Aid to Dependent Children, Veterans Benefits, the operation of the City Home for the Aged, and the net cost of the Cambridge City Hospital.

In spite of the prevailing high level of employment and wages welfare expenditures in Cambridge reached an all-time high in 1950 — $3,950,000 compared to $1,655,000 in 1945. This increase is due largely to liberalized benefits provided by recent State legislation, which establishes the framework within which cities must operate. In fact, the State now virtually controls the City welfare budget, since all minimum payments authorized by the Board of Public Welfare, with the exception of those for General Relief, are established by the State. A new State law now sets up a fourth Public Welfare category — Aid to Persons Permanently and Totally Disabled — under which citizens 18 years of age or older must be provided for by cities and towns.

On the welfare General Relief rolls in 1950 there were 1,080 cases. The division of Aid to Dependent Children carried 480 cases while Old Age Assistance had 2,240 cases.

The City's 1950 share of Veterans' Benefits was $78,748 of a total of $161,330 paid. A monthly average of 227 veterans of all wars back to the Civil War were the recipients. The Veteran's Services Department made 22,970 contacts during the year and aided in processing family allowances, state war allowances, burials and hospitalization.

The City Home for the Aged, normally providing only for the aged and infirm, this past year cared for 27 children in addition to 261 aged persons.

CAMBRIDGE SANATORIUM. A blood filtrate being made by Lucille Kinsella, Laboratory Technician, as a check on a diabetes patient. Over 6600 tests of all kinds were made in the laboratory in 1950.

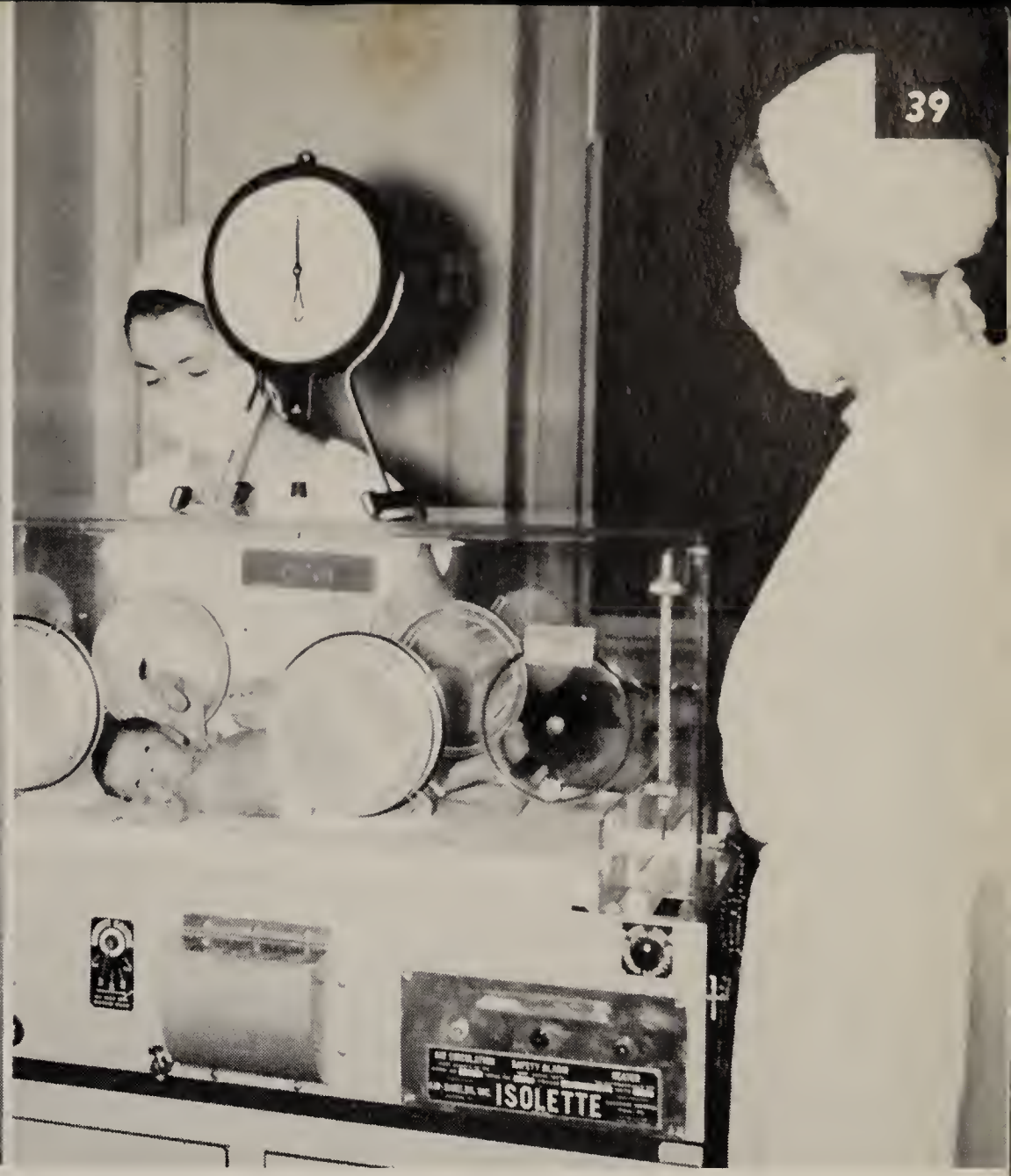
WORKSHOP INSTRUCTION in sewing, tray painting, leather-tooling, plastics, bookbinding, or metal crafts is given three times a week to ambulatory patients in the Cambridge Sanatorium. Occupational therapist Vesta Alexander is shown instructing a patient in tray painting.

MODERN MEDICAL SERVICES

All medical facilities operated by the City are concentrated in the Cambridge City Hospital and the Cambridge Tuberculosis Sanatorium. In 1941 the City spent approximately $506,000 on these two institutions, and received $170,000 income. In 1950 expenditures were up three times, amounting to $1,538,000, while income increased four-fold, amounting to $684,000. This almost startling contrast reflects the characteristics of municipal hospital administration in 1950: improved and expanded medical facilities, more efficient collection of income for services rendered, and increased costs. The average daily cost per patient was $17.43 in 1950 contrasted with $8.97 in 1946.

A total of 193 physicians and surgeons are associated with the Cambridge City Hospital, including 11 consultants, 78 in-patient staff members, 24 out-patient staff members, 5 staff members emeritus, and 75 courtesy staff members. There were over 7,000 admissions in 1950, with the average patient staying 10.6 days. The Out-Patient Department treated 9,524 patients; the Accident Room,

PHYSIOTHERAPY PATIENTS receive expert treatment from Tibbie Block, Physiotherapist, and Student Nurse Mary Pergamo under the supervision of Nurse Theresa Malone.



CAMBRIDGE CITY HOSPITAL. *Above left:* A patient in the Children's Ward receives friendly guidance from Nurse Marie Lemieux. *Above right:* One of the 1263 children born in the Hospital in 1950. *Below:* A patient being examined by Dr. I. Francis Gregory in the Nose and Throat Clinic as Dr. Francis Earles looks on.

13,338; and the X-ray Department, 12,836. The 1950 investment in new furnishings, equipment, and instruments amounted to $40,000.

The School of Nursing had 70 student nurses enrolled in 1950, the largest number since World War II.

In contrast to the City Hospital with its broad medical care, the Cambridge Sanatorium specializes in the treatment of tuberculosis. The Costoversion Thoracoplasty operation devised in 1950 by Dr. Richard H. Overhold of the Surgical Staff is an example of the progress for which the Sanatorium enjoys a national reputation. This operation consists of partial collapse of the lung by the removal of parts of ribs and their replacement in a reverse position, and accomplishes in one operation what previously required four. 154 of the 257 operations performed in 1950 were of this type, and all were successful. Of the 300 admissions in 1950 two-thirds were private surgical patients admitted for diagnosis or surgery and later transferred to their own hospital for treatment. 2,100 patients were treated at the Out-Patient Clinic, and about 500 patients were under regular clinic supervision in their own homes.

Through 2,400 calls and office visits, the two City Physicians extended medical service to welfare recipients and to aged persons in the City Infirmary.

HOMES FOR VETERANS

On V-J Day the Cambridge Housing Authority operated Washington Elms and Newtowne Court, two pre-war federal housing projects for families of low income. Today the Authority has in operation, or is bringing to rapid completion, seven additional housing projects providing 719 homes, all planned and built since 1945 under special State legislation. This remarkable record of achievement is vividly told in the photographs on this page. All of these new homes are rented exclusively to families of Veterans who were badly in need of housing accommodations. All are under the permanent management of the Authority except for the LAKEVIEW project, where the seven single-family homes must eventually be sold, the occupants receiving option to purchase.

In 1950 the Authority began planning for an additional public housing program for families of low income under provisions of the National Housing Act of 1949. The first project of this new program will be Corcoran Park, a 152-unit development of row houses on Thingvalla Ave.

LINCOLN WAY on Walden Street, occupied in 1950, contains 60 apartments of the row house type.

LAKEVIEW, near Fresh Pond, occupied in July 1950, contains seven single-family houses.

Left: FRANKLIN DELANO ROOSEVELT TOWERS in East Cambridge, the largest of the seven post-war projects for Veterans built by the Authority with State Aid, contains 228 apartments.

Right: CAMBRIDGE HOUSING AUTHORITY (l. to r.) Vice-Chairman Frank Townsend, Chairman Joseph Murphy, John Hagerty, and Angelo Sciarappa. Richard McLaughlin not present. 4 members, serving 5-year terms, are appointed by the City Manager subject to City Council approval; the fifth is appointed by the State Housing Board.

Below: FAMILY GROUP at Woodrow Wilson Court, Magazine Street.

Right: WOODROW WILSON COURT, Magazine Street, opened in 1949, contains 69 apartments.

Right: JEFFERSON PARK in North Cambridge, ready for use in 1950, provides 109 apartments.

Below: JACKSON GARDENS, Harvard and Prospect Sts., ready for occupancy in 1951, provides 46 apartments.

JEFFERSON PARK EXTENSION in North Cambridge, now under construction, will provide homes for 200 additional families.

stony brook reservoir route 20 route 117

WHERE YOUR WATER COMES FROM. An excellent viewof the Cambridge Water Reservoir System, including

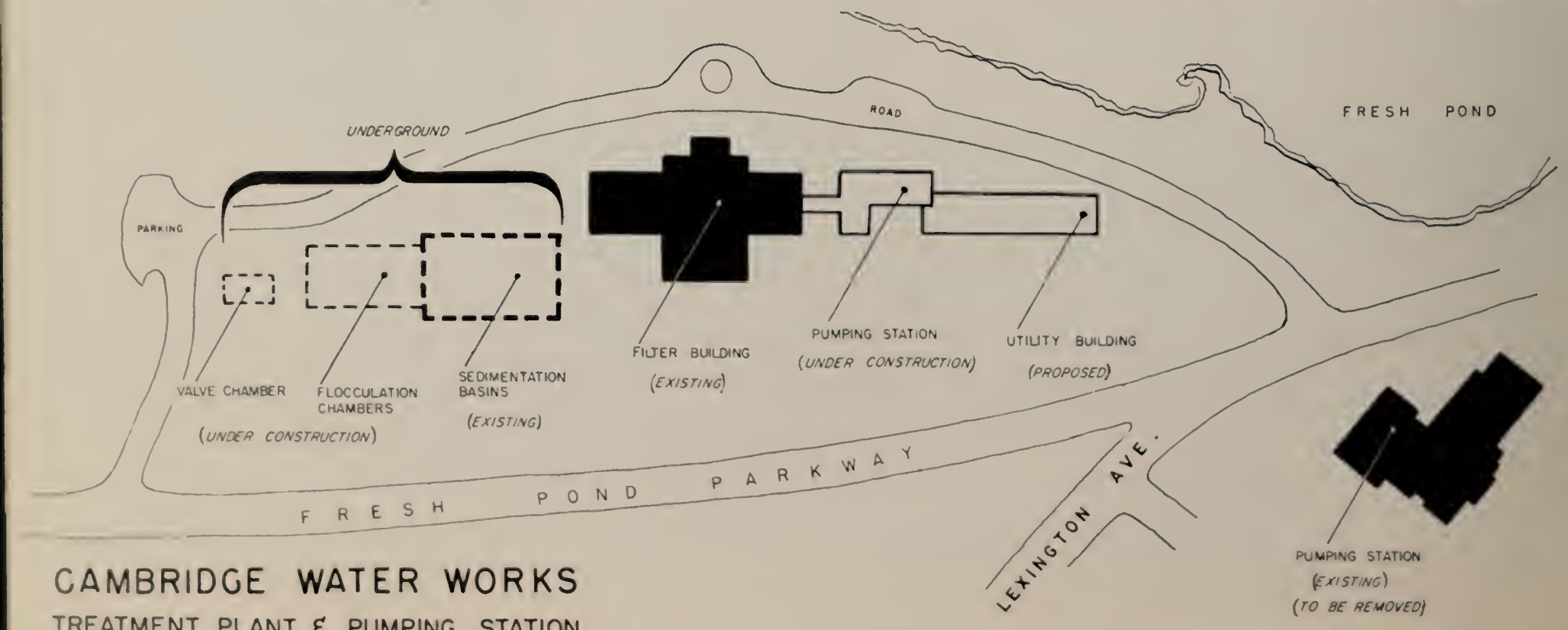
NEW FLOCCULATION CHAMBERS now in construction on the shores of Fresh Pond will aid in water purifying.

$1½ MILLION

The year 1950 marked the start of construction on a program to improve the Cambridge Water System. The expenditure of $1,500,000, approved by the City Council, provides for a new pumping station, improvements and extensions for water treatment facilities at the Filtration Plant, an extensive program of rehabilitation of the present distribution system, and an allotment for a new maintenance general shop building and garage. Approximately $900,000 of the total construction cost will be derived from a twenty-year bond issue. To underwrite this extensive program and to meet the increased cost of maintenance and supply, the City Council authorized a 3c rate increase effective July 1, 1950.

The Council also authorized three connections to the Metropolitan Water System: a 16-inch connection with the Metropolitan's 48-inch at Porter Square, a 20-inch in Massachusetts Avenue at the Cambridge Common, and a 30-inch at Broadway near Norfolk Street. These connections operate automatically and are controlled with pressure-regulating valves to supply emergency water and to maintain adequate pressures at large fires or during breaks in water mains. The development of the Water Board's plans for modernization places the Cambridge Water System at a high level of efficiency.

Above: THE NEW PUMPING STATION now under construction will replace one steam-driven pump with three electric pumps, giving a total pumping capacity of 36 million gallons per day. The annual average daily consumption in Cambridge is 17,200,000 gallons. *Below:* Proposed layout for coordinated functions of Water Works.



CAMBRIDGE WATER WORKS

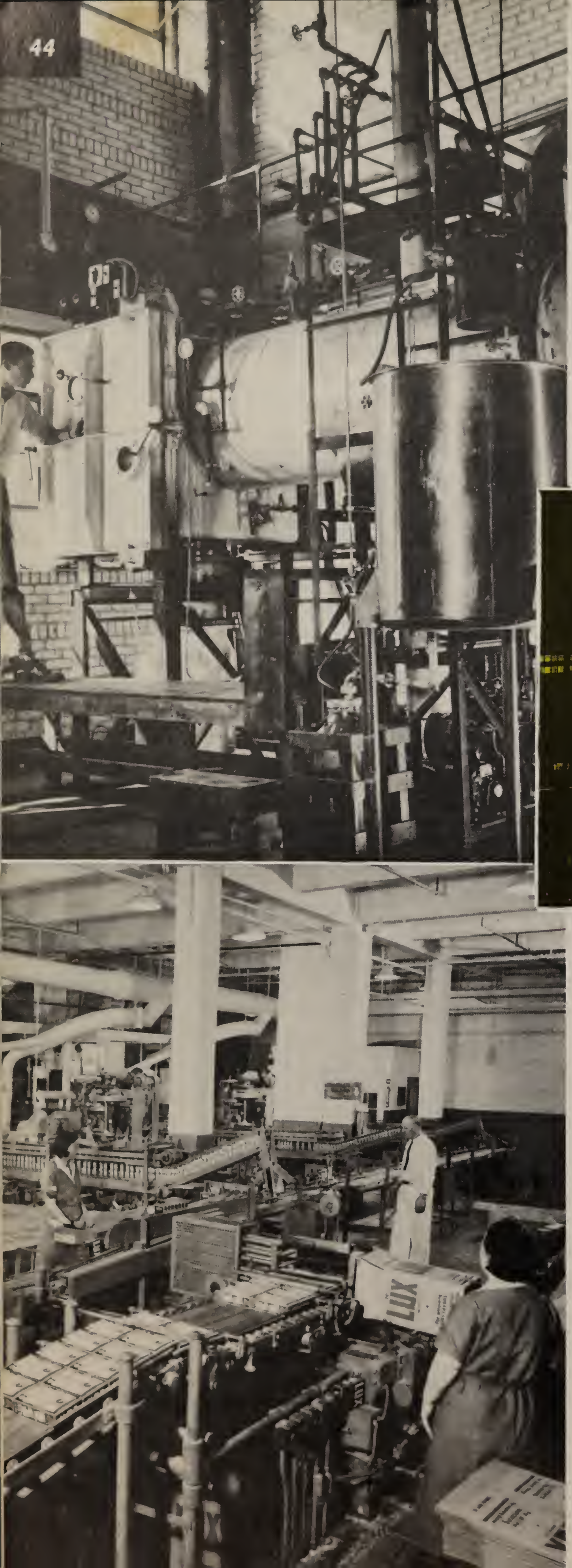
TREATMENT PLANT & PUMPING STATION

Stony Brook Reservoir and Hobbs Brook Basin, can be had from the new Route 128, shown by white line above.

WATER IMPROVEMENT PROGRAM

THE WATER BOARD: Stanley Lawton, Chairman Howard Turner, Gordon Fair, John Doyle, Superintendent William McGinness, Frank Scully (not present).

NEW 30-INCH UNDERGROUND CONNECTION between Cambridge Water Works and Metropolitan District System at Broadway near Norfolk Street.



Right:
RIVERFRONT COMMERCIAL PROPERTY in East Cambridge owned by the City since 1893 and sold to a real estate trust in 1950. Five national firms have 20-year leases in buildings erected for them: General Electric, Parke Davis and Co., E. I. DuPont, and E. R. Squibb and Sons and Warren Brothers Construction Company.

Left:
A PILOT PLANT in whieh Holiday Brand crystal soluble coffee was developed — one of many products of high-vaeuum researeh made in the past ten years by the National Research Corporation on Memorial Drive.

Above:
THE CHARLES RIVER PLANT of the Cambridge Electric Light Company, one of the largest taxpayers in the City.

Left:
A PRODUCT FAMILIAR to housewives the Nation over is manufaetured in the Cambridge plant of Lever Bros., a leading Cambridge industry for more than 50 years. Nearly 1400 persons are employed here.

Right:
THE INDUSTRIALLY-ZONED land west of Alewife Brook Parkway was relatively undeveloped five years ago. It is now occupied ehiefly by large steel distributors.

INDUSTRY CHOOSES CAMBRIDGE

Cambridge offers many features favorable to industrial location: a low tax rate, filtered water, high water pressure, excellent fire and police protection, good transportation facilities, an ample labor supply, an active market for manufactured goods, and proximity to research facilities.

Since the end of World War II, new industrial and commercial building alone has reached well over the $18 million mark in Cambridge.

The highlight of new industrial construction during 1950 was the sale of City-owned land on the riverfront in East Cambridge. A real estate trust purchased the 181,265 square feet for $1.25 a foot. The purchaser agreed that all buildings should be of brick construction at least 35 feet high, have a value of over $1,000,000, be designed with the approval of the Industrial Commission, and rented on long-term leases to five national firms.

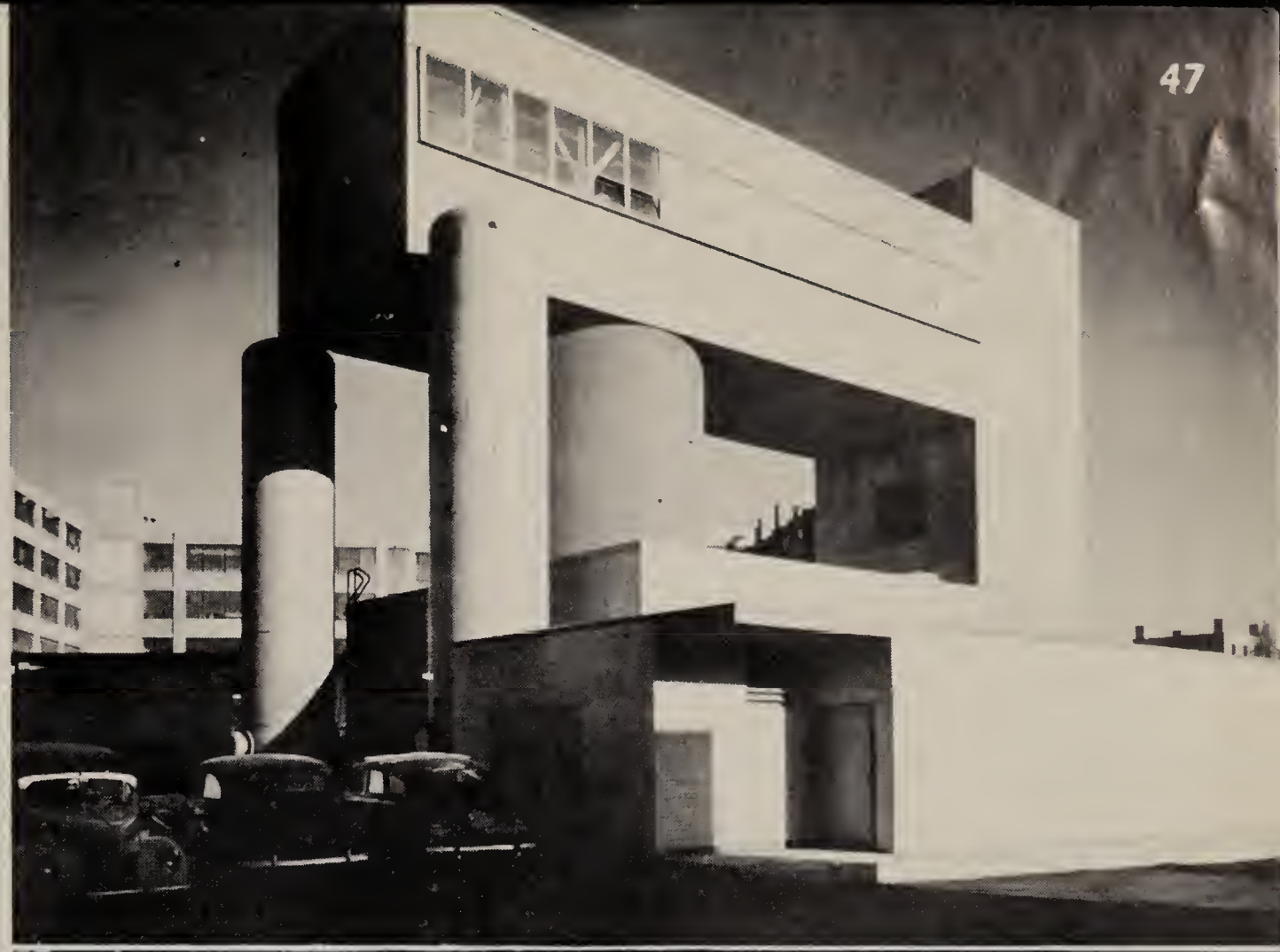
Land for industrial development is becoming extremely scarce in Cambridge, and the Industrial Commission is watching the redevelopment program of the Cambridge Housing Authority which may make more land available for industrial purposes.

MODERN ARCHITECTURE IN OLD CAMBRIDGE

BUILDINGS IN A FRESH SPIRIT MAKE ARCHITECTURAL HEADLINES

MODERN BALCONIES overlook the Charles at "100 Memorial Drive". The new 12-story apartment house, owned and operated by Boston's New England Mutual Life Insurance Company, is a successful attempt to create colorful living in a downtown City. Every suite has a river view, every living room a large glass wall opening onto a livable balcony. Skip-stop elevators eliminate unnecessary corridor space on two out of three floors. Designed by William H. Brown, Carl Koch, Robert W. Kennedy, Vernon DeMars, Ralph Rapson of M.I.T.'s School of Architecture.

12 MILLION ELECTRONIC VOLT GENERATOR for the Laboratory of Nuclear Science and Engineering at M.I.T. Designed by Anderson & Beckwith.



NEW $3 MILLION GRADUATE CENTER, for the first time offers dormitories and common recreational facilities to Harvard's 575 graduate students of law, arts, and science. Large attractive cafeteria and dining rooms can serve more than 1200 students at one time. Modern lounges can easily be converted into a meeting hall for 250 people. Designed by the Architects Collaborative, and awarded the American Institute of Architects Medal for 1950.

M.I.T.'S SENIOR HOUSE. The curved façade along the Drive gives a river view to the largest possible number of rooms. The design of student furniture, two-level cafeterias and lounge rooms show modern Scandinavian influence. Designed by Alvar Alto, Perry Shaw and Hepburn Associates.

1950 City Department Data

Department	*Head*	*Title*	*Employees* Perm.	Temp.	*Total Appropriation*	*Receipts*
APPEAL, BOARD OF	William L. Galvin	Chairman	3*	—	$ 1,360	$ 1,670
ASSESSORS	Thomas F. Gibson	Chairman	10	2	37,978	—
AUDITING	John J. McKenzie	Auditor	7	—	25,824	—
BUDGET & PERSONNEL	Owen F. McCall	Director	2	1	10,586	—
BUILDING	Stephen F. Spencer	Act. Sup't.	10	1	42,130	18,685
CITY CLERK	Frederick H. Burke	City Clerk	8	—	31,543	22,651**
CITY COUNCIL	Edward A. Crane	Mayor	13	—	57,722	—
CIVIC UNITY	Muriel Snowden	Exec. Director	2	—	6,375	—
CIVIL DEFENSE	Walter L. Cronin	Director	2	1	6,200	—
CLERK OF COMMITTEES	Forrest L. Gould	Clerk of Comm.	1	—	4,936	—
ELECTION COMMISSION	Thos. J. Hartnett	Chairman	2	4	41,870	—
ELECTRICAL	Vincent L. Moynihan	City Electrician	21	2	90,770	—
ENGINEERING	Edgar W. Davis	City Engineer	8	—	34,489	1,902
EXAMINERS, BOARD OF	William L. Galvin	Chairman	3*	—	inc. in Bldg. Dept.	—
EXECUTIVE	Col. John B. Atkinson	City Manager	4	1	34,938	—
FIRE	John F. Collins	Chief	223	—	996,779	909
FORECLOSED PROPERTY	Samuel M. Flaksman	Custodian	1	—	1,341	6,550
HEALTH	Thomas J. Heaton, M.D.	Chairman	38	36	190,134	3,097
HOSPITAL	William P. McHugh, M.D.	Medical Director	406	75	1,267,361	549,480
HOUSING	Daniel F. Burns	Exec. Director	85	12	State and Federal	—
INDUSTRIAL	Frank H. Townsend	Exec. Secretary	3	—	250	—
INFIRMARY	William C. Conway	Superintendent	28	—	115,235	14,996***
INSPECTOR OF ANIMALS	John J. Murphy, Jr.	Inspector	1	—	2,100	—
LAW	John A. Daly	City Solicitor	5	—	25,372	—
LIBRARY	Philip H. Dolan	Librarian	32	17	137,023	1,766
LICENSE COMMISSION	John E. Quinn	Chairman	2	2	7,124	224,689
PHYSICIAN	Patrick J. Fleming	City Physician	2	1	7,120	—
PLANNING BOARD	Mark Fortune	Director	5	2	23,713	1,535†
POLICE	John R. King	Chief	241	—	1,020,540	28,816
PUBLIC WORKS	Wm. R. McMenimen	Commissioner	415	65	1,064,939	66,137
PURCHASING	John H. Corcoran	Pur. Agent	11	—	39,090	—
RECREATION	Stephen H. Mahoney	Superintendent	46	44	240,974	15,142
RETIREMENT BOARD	Philip Eiseman	Chairman	2	3	6,180	—
SANATORIUM	John B. Andosca, M.D.	Superintendent	80	5	270,343	134,428
SCHOOLS	John M. Tobin	Superintendent	624	—	2,689,986	252,452
SEALER OF WEIGHTS	Joseph M. O'Neil	Sealer	4	—	15,668	5,430
SINKING FUND	William H. Reardon	Chairman	—	—	5	—
TREASURER-COLLECTOR	Frederick J. Reardon	Treas.-Coll.	22	1	80,188	—
VETERANS BENEFITS	Timothy J. Sullivan	Agent	3	1	178,188	88,655
VETERANS SERVICES	James F. Hughes	Director	2	—	8,050	—
WATER	William H. McGinness	Superintendent	102	23	694,004	779,199
WELFARE	James E. Finnegan	Agent	29	—	2,121,261††	955,560†††

**Board members paid at a per diem rate.*
***$5,879 received from sporting licenses was paid to the State Department Division of Fisheries and Game and $4,116 from dog licenses was paid to the County Commissioners.*
****Does not include revenue obtained as reimbursement from other cities and towns and Commonwealth of Massachusetts for care of non-Cambridge residents.*
†From Housing Authority for services of Planning Director.
††Includes $967,513 received in Federal Grants for Old Age Assistance and Aid to Dependent Children.
†††Includes General Relief, Old Age Assistance, and Aid to Dependent Children.

IN MEMORIAM 1950

NAME	*DEPARTMENT*	*YEARS OF SERVICE*	*DATE OF DEATH IN 1950*
John J. Allen	Public Works	13	July 14
Minnie Arbuckle	School	5	April 20
Genevieve S. Barry	School	7	June 19
John Birmingham	Public Works	14	August 27
Michael Bowler	Public Works	23	August 22
James L. Bresnahan	Public Works	16	December 21
Albert J. Brooks	School	27	April 10
Joseph Caldwell	Fire	38	January 9
John Connors	Public Works	12	January 27
Patrick Curran	Public Works	13	August 1
William J. Devereaux, Jr.	School	11	October 14
John Dussault	Public Works	13	December 17
Edwin Edwards	Public Works	30	November 16
John J. Ferguson	Public Works	23	May 5
Charles S. Holt	Police	20	October 24
Alfred Kamb	Public Works	19	December 26
William F. Kelley	Water	30	February 23
John C. Lane	Public Works	22	June 14
Frederick S. MacGillivray	Building	3	November 13
James F. Maddigan	City Hospital	8	September 26
William Mahoney	School	8	August 7
Charlotte Mann	School	7	October
Ellen E. O'Connell	School	26	December 8
Rev. Frank G. Potter	Police Chaplain	5	June 12
Edward Power	City Electrician	38	March 11
Thomas A. Quinn	School	20	August 22
Joseph Wolanty	Public Works	19	November 20

THIS PUBLICATION was prepared by staff members of the Cambridge Planning Board from reports submitted by City department heads. Photographs by Bachrach, Edward Carney, Kenneth Conant Jr., Paul Davis, Eastern Aerial Surveys Inc., Charles Hanson Jr., Harvard Institute of Geographical Exploration, Chester Holbrook, Arthur Howard, Paul Koby, Kramer-Wierman, Lorenzo of Cambridge, Marshall Studio, Wayland Minot Jr., Dan Murphy, Fred Stone, Technology Photographic Service; also through the courtesy of Cambridge Electric Light Company, Cambridge City Hospital, Cambridge School Department, Graphic Arts Research Foundation Inc., Harvard Trust Company, Herald-Traveler Corporation, Lever Brothers, Massachusetts State Department of Public Works, National Research Corporation, Polaroid Corporation.

At your service....

in an emergency!

AMBULANCE EL-4-2020

FIRE TR-6-0125

POLICE UN-4-1212

if you want information

subject	*department*	*telephone*
Assessments	Assessors	TR-6-6800
Bicycle Licenses	Police	TR-6-9800
Bills and Accounts	Auditor	TR-6-6800
Birth Certificates	City Clerk	TR-6-6800
Building Permits	Building Department	TR-6-6800
Burial Permits	Health Department	TR-6-6800
Business Certificates	City Clerk	TR-6-6800
Cemetery	Public Works Dept.	TR-6-6818
Cemetery Deeds	City Clerk	TR-6-6800
City Council	City Clerk	TR-6-6800
Community Relations	Civic Unity Committee	TR-6-0932
Civil Defense	Civil Defense Agency	KI-7-5355
Death Certificates	City Clerk	TR-6-6800
Dentists	Dental Clinic	TR-6-8621
Dog Licenses	City Clerk	TR-6-6800
Elections	Election Commission	TR-6-9828
Employment	Employment Office	TR-6-8621
Entertainment Licenses	Mayor's Office	TR-6-6800
Fire	Fire Department	TR-6-0125
Fishing & Hunting Licenses	City Clerk	TR-6-6800
Fuel Oil Storage	Fire Department	TR-6-0125
Garbage Collection	Public Works Dept.	TR-6-5642
Golf Course	Recreation Commission	TR-6-6800
Health	Health Department	TR-6-6800
Home for Aged & Infirm	City Infirmary	TR-6-5370
Hospital	City Hospital	EL-4-2020
Housing	Housing Authority	UN-4-3020
Library	Public Library	TR-6-5005
Licenses	License Commission	TR-6-6800
Maps	City Engineer	TR-6-6800
Marriage Certificates	City Clerk	TR-6-6800
Milk Inspection	Health Department	TR-6-8621
Mortgages, Personal Property	City Clerk	TR-6-6800
Municipal Pensions	Municipal Pensions	TR-6-8621
Old Age Assistance	Bureau of Old Age Assistance	TR-6-8621
Ordinances	City Clerk	TR-6-6800
Parks	Public Works Dept.	TR-6-6800
Physician	City Physician	EL-4-2020
Planning	Planning Board	TR-6-8622
Playgrounds	Recreation Commission	TR-6-6800
Plumbing Permits	Building Department	TR-6-6800
Police	Police Department	TR-6-9800
Public Baths	School Department	TR-6-4500
Purchasing	Purchasing Department	TR-6-6800
Recreation	Recreation Commission	TR-6-6800
Retirement	Retirement Board	TR-6-6800
Rubbish & Ash Collection	Public Works Dept.	TR-6-0859
Schools	School Department	TR-6-4500
Sewers	Public Works Dept.	TR-6-0859
Street Lights	City Electrician	TR-6-0125
Street Maintenance	Public Works Dept.	TR-6-0859
Tax Assessments	Assessors	TR-6-6800
Tax Collections	Tax Collector	TR-6-6800
Trees	Public Works Dept.	TR-6-0859
Tuberculosis Hospital	Sanatorium	TR-6-5160
Veterans' Benefits	Veterans' Benefits Dept.	TR-6-9238
Veterans'. Service	Veterans' Service Dept.	TR-6-9238
Voting, Registration	Election Commission	TR-6-9828
Water	Water Department	TR-6-6800
Weights & Measures	Sealer of Weights & Measures	TR-6-6800
Welfare	Board of Public Welfare	TR-6-8621
Wiring Permits	Building Department	TR-6-6800
Workmen's Compensation	Mayor's Office	TR-6-6800
Zoning	Building Department	TR-6-6800

if you have a complaint

TR-6-6800, EXT. 48